





# WORLD NEWS

## EUROPE

### Russia delays German debt interest

By Graham Bowley in Frankfurt

Russia has delayed payment of interest on debt to the German government for the first time since its escalating financial crisis erupted.

This raises the risk Moscow could be considering widespread default on its huge foreign sovereign debt repayments.

The delay is believed to be the first by Russia on its sovereign debt interest payments to an official creditor

since the crisis began.

Hermes, the export credit insurance company which acts as agent for the German government's debt receipts, said only part of a DM800m (\$462m) interest payment on rescheduled Soviet debt - so-called Paris Club debt - was received from the Russian government. The payment was due at the end of August.

"They made some interest payment but they did not pay the full volume."

"They have asked Hermes for a delay. We expect the rest to be paid. We do not know when it will be paid," a Hermes spokesman said.

The delay introduces huge uncertainty about the stance towards Russia of the German government, Moscow's biggest ally and single biggest creditor.

Moscow has about \$40bn in Paris Club debt, which was rescheduled in 1996. Germany is the biggest official creditor, with about

\$20bn in debt.

Since the crisis erupted, Bonn has made clear that further government-backed Hermes export credits would be extended to Russia, only if Moscow made good on debt payments.

Moscow had until now assured Bonn it would meet all payment obligations on credits covered by Hermes and guaranteed by the German federal government, as well as debts rescheduled by the Paris Club of official

creditors and the London Club of bank creditors.

David Riley, director at Fitch IBCA, the credit rating agency, said: "This shows Russia is in significant distress. This could be the first in a series of defaults."

Russia may have decided to ration its foreign exchange among creditors and that new Russian borrowing would take precedence over Soviet era debt, Mr Riley declared.

The delay is likely to

heighten worries about Russia's Soviet era debt to commercial bank creditors - so-called London Club debt. Russia has so far met interest payments on this debt, though none has fallen due since the crisis erupted.

Germany's big commercial banks are among the most exposed to London Club debt. Deutsche Bank has about DM750m in London Club debt and Dresdner about DM700m.

### Political foes unite to back nominee

By Arkady Ostrovsky and Gherarda Freeland in Moscow

A calm descended on Russia's fractious political classes yesterday, as habitual enemies joined to welcome the proposal of former spy-chief Yevgeny Primakov as the country's next prime minister.

Gennady Zyuganov, leader of the Communist party which dominates the Duma, the lower house of Russia's parliament, said Mr Primakov would "pass through the Duma at the first try" when it votes on the appointment on Friday.

While the mood was of exhaustion rather than euphoria, deputies across the political spectrum described Mr Primakov, acting foreign minister, as the only man who offered some hope of ending the economic crisis which has paralysed the country in recent weeks.

Vladimir Potanin, head of the powerful Russian industrial group and one of the oligarchs who aggressively supported the previous regime, called Mr Primakov "the best solution".

Even Vyacheslav Kostikov, who was President Boris Yeltsin's press secretary during the early years of the so-called "young reformers", was reconciled. "The political situation in Russia was so desperate that the appointment of Mr Primakov should be seen as a political compromise," he said.

"We were too close to the edge, behind which were unrest and dictatorship."

Mr Kostikov added, however, that Mr Yeltsin's decision to abandon his original candidate, Victor Chernomyrdin, in favour of Mr Primakov, rather than risk confrontation with the Duma, was a sign of deep political weakness.

Only the ultra-nationalist Vladimir Zhirinovskiy and the communist Viktor Anpilov voiced any dissent. Mr Zhirinovskiy called Mr Primakov an American stooge, while Mr Anpilov said that, "with all due respect to Primakov as a diplomat, his appointment shows that Yeltsin is bankrupt."

Russia yesterday moved swiftly to reassure Germany, its main trading and diplomatic partner in the European Union, that Mr Primakov's nomination meant Moscow would continue its economic reforms and maintain its foreign policy stance, Peter Norman writes from Bonn.

Mr Yeltsin told Helmut Kohl, German chancellor, about the latest developments in a telephone call yesterday morning, while Mr Primakov phoned Klaus Kinkel, German foreign minister, with whom he has a close relationship.

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### Eastern Europe feels fallout from the crisis

From the biggest to the smallest, businesses have been unable to escape the effects, reports Stefan Wagstyl

In the Czech Republic, Ceska Sportelina, the country's second largest bank, carries out half its stock market value. In Romania, the privatisation of Rom Telecom, the telecoms utility, has been made more difficult. In Poland, tens of thousands of small-time traders, dealing in everything from canned food to televisions, have been left idle.

From the biggest to the smallest, the businesses of eastern Europe have been unable to escape the Russian crisis. Some are exposed through trade with Russia, some because of financial investments there.

Others are suffering through the indirect impact of the crisis on international financial markets. György Szanyi, the Hungarian central bank governor, warned yesterday such effects could be the most serious.

The winds from the east are blowing unevenly, rocking some countries while leaving others relatively unscathed. Ukraine teeters on the edge of following Russia into default on its foreign debt. Poland is pressing ahead with the privatisation of TPSA, the telecom company with a \$10bn market value.

While international financial markets were booming, differences between countries were blurred as investors became less discriminating. Now they are painfully clear.

At one extreme are countries which have done the most to restructure their economies since 1989, reduce dependence on Russia and prepare for entry into the EU. They include Poland, Hungary, the Czech Republic and Slovenia.

At the other extreme is

Ukraine, still in the earliest stage of restructuring, which carries on half its trade with Russia. In between come countries such as Romania which have cut Russian trade but remain economically fragile because they need to borrow overseas to finance budget deficits.

Geographical proximity to Moscow is not overwhelmingly important, as in the case of Estonia, which is weathering the storm better than Latvia and Lithuania. Nicholas Stern, chief economist at the European Bank for Reconstruction and Development, says: "The difference is between those countries which have undergone a successful transition and those which have experienced a botched or hesitant transition".

The gap between these "haves" and "have-nots" is not unbridgeable. EBRD officials say that even Ukraine has the opportunity to improve its economic prospects if it draws the right lessons from the Russian crisis and embarks on market-oriented reforms.

But the international investment environment is more hostile than a year ago, due to the turmoil in east Asia as well as Russia. Investors have pulled out of strong countries as well as weak, often because stronger economies have more liquid markets, making investments easier to sell.

Equity prices have tumbled, even in the most attractive economies, including Hungary and Poland, where they fell in August by 40 and 30 per cent respectively. Central European markets have this month staged modest recoveries, but investor sentiment towards all emerging mar-

kets could remain cautious for some time.

Those countries most in need of foreign funds will find them most difficult to raise. Such countries mostly have large current account or budget deficits and are failing to attract sufficient foreign direct investment. Instead, they rely on banks and portfolio investors.

Top of the list is Ukraine but other countries potentially vulnerable include Romania, Croatia, and Slovakia.

The crisis is likely to cut economic growth next year by 0.5-1 per cent in central Europe, about the same in the Balkans and up to 2 per cent in the Baltic states, according to commercial bank economists.

But the slowdown will matter less in fast growing nations such as Poland and Hungary than in the Czech Republic, which is struggling with stagnation. Milos Zeman, the prime minister, says the crisis could have

"medium serious" effects on the country.

The country's had loan-burdened banks urgently need overseas capital. Ceska Sportelina, which has delayed a \$100m subordinated bond issue, has seen its share price halve over its exposure in Russia and Ukraine.

Almost every country has banks which have lost money in Moscow, mainly through investing in financial paper.

In the Baltics, Standard & Poor's, the US credit rating agency, has warned that Latvia's banks are particularly exposed. Kapital Bank, the ninth largest, has suffered a liquidity crisis.

Among non-financial companies, the biggest victims of the crisis are those reliant on trade with Russia. Among them are Ikarus, the Hungarian bus maker which sacked its recovery in the former Soviet Union, and Gedeon Richter, the country's leading drugs company,

as well as Karosa, the Czech bus maker owned by France's Renault, which has said the crisis has complicated its plans for a Russian joint venture.

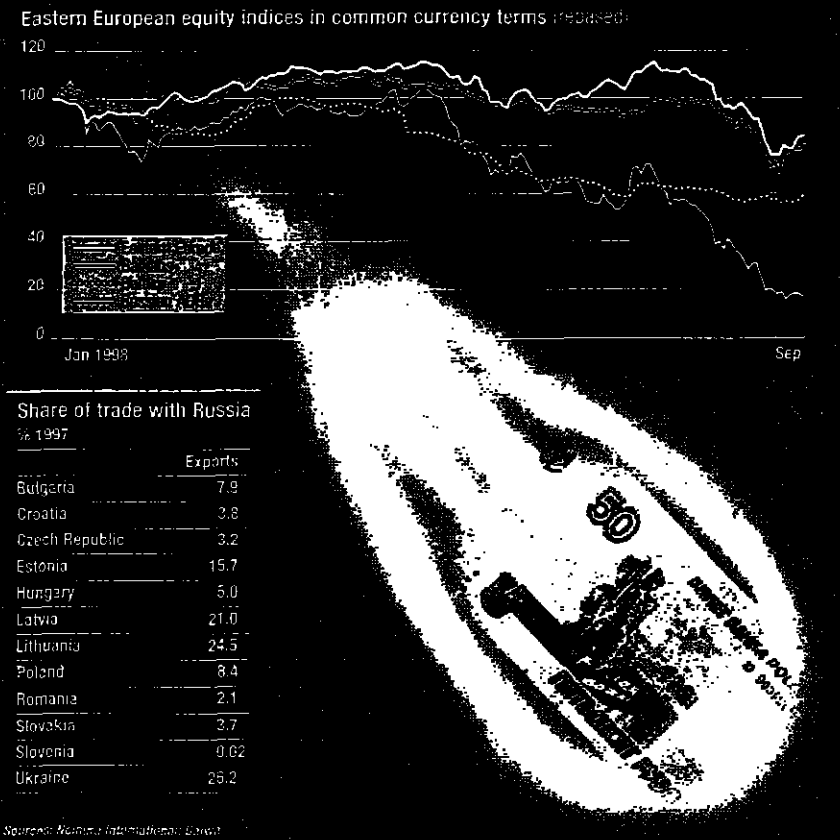
Others hit are the hoteliers of the Czech spa resort of Karlovy Vary, a favourite destination of the Russian newly rich.

Small-scale traders are suffering, too. Operating in the grey economy to avoid the tax man, they are responsible for billions of dollars of trade. But not all of it is lost. After the wild years of the early 1990s, people know how to adapt, even if it means reverting to barter.

But as a fruit trader at Warsaw's main sports stadium, a centre for informal business with the east, says: "The place is coming to a standstill. I'm really worried about the winter". Additional reporting by Kester Eddy in Budapest, Christopher Robinson in Warsaw, and Robert Anderson in Prague.

The rouble factor: regional fallout

Eastern European equity indices in common currency terms (percentage)



Source: National governments, UNCTAD

### Kiev creditors vote with their feet

By Charles Clover in Kiev

The Ukrainian treasury bill market was at a standstill yesterday, a day after the government offered its creditors a choice of a "voluntary" three-year IMF loan, has been plunged back into chaos by the collapse of the rouble in neighbouring Russia.

The landing in Ukraine's central bank coffers of the first \$256m tranche of a critical International Monetary Fund loan failed to stop buyers fleeing.

In further worrying news the parliament in Kiev rejected President Leonid Kuchma's choice for a new privatisation chief, raising the prospect that a hard-won rapprochement between the centrist government and left-wing deputies over market

reforms could be in jeopardy.

The country, which has recently as July looked to have emerged from a months-long financial crisis when it clinched a \$2.2bn three-year IMF loan, has been plunged back into chaos by the collapse of the rouble in neighbouring Russia.

Over the past three weeks, as the rouble has lost two-thirds of its value, the hryvnia has fallen by about 30 per cent - from 2.1 to 3 to the dollar - as wary investors have dumped Ukrainian government bonds and moved their money out of the country.

The central bank has fought to defend the embat-

tered currency, selling hundreds of millions of dollars in reserves over the past month, but the hemorrhaging of hard currency has abated only with the introduction of more extensive currency controls.

Last week the central bank moved its exchange rate corridor for the hryvnia from 1.5-2.25 to 2.5-3.5, and is said to be contemplating more drastic changes in its exchange rate regime.

The future of the hryvnia will depend largely on the success of the treasury bill conversion scheme, as well as on Kiev's continued success in meeting the requirements for the IMF loan.

As long as Ukraine can meet the IMF plan it will be

eligible for \$900m of World Bank loans this year, according to a World Bank spokesman in Kiev. Added to further IMF tranches, that could help lift the country's currency reserves up from the existing worryingly low level of \$900m.

The government's commitment to satisfying the IMF loan conditions could be endangered by the notoriously cantankerous parliament. Only two months ago deputies gave Mr Kuchma carte blanche to cut the federal budget and implement economic reforms by decree, thus satisfying key conditions for the IMF loan.

But on September 2, Yulia Tymoshenko, a left-wing deputy and avowed oppo-

nent of Mr Kuchma, challenged the constitutionality of the decrees the president issued over summer and promised to start impeachment proceedings against him.

Parliament's rejection yesterday of Oleksander Bondar, Mr Kuchma's candidate for the vacant post of privatisation chief, could signal the end of the thaw in relations between the executive and the legislature.

But the moves by the parliamentary opposition have been criticised in the local press, usually sympathetic to parliament, signalling to some observers that the consensus in Ukraine has swung decisively in favour of the IMF-backed reforms.

### Hopes to rebuild Bosnia face test

By Guy Dimmore in Banja Luka, Bosnia

International hopes to rebuild Bosnia face a crucial test in elections this weekend, with attention focused on efforts to defeat the nationalists in the Serb-controlled entity who launched the 1992-95 civil war.

If, as expected, the moderate three-party Serb coalition led by President Biljana Plavcic, Prime Minister Milorad Dodik and the Socialists consolidates its position, then their western supporters will demand that promises are kept on refugee returns and rapid privatisation. In return, they have been promised large-scale aid.

With elections out of the way, Carlos Westendorp, the international community's High Representative and effective viceroy in Bosnia, is also expected to press Nato commanders to arrest Radovan Karadzic, the former leader of the Serb Democratic Party (SDS) indicted for war crimes.

Nato also hopes that a weakening of the nationalists will allow a gradual reduction of its 32,000 troops in Bosnia.

The key battle in the Serb half of Bosnia is for the position of president on the country's three-man presidency. Momcillo Krajisnik, the last SDS official to hold high office, is likely to be ousted by the Socialists' Zivko Radisic with the backing of absentee and Moslem and Croat voters.

More than political power is at stake. Mr Dodik accuses Mr Krajisnik of being behind the murder of a senior police chief last month and is waiting for his arch-rival to lose his political immunity from prosecution.

The police chief was killed outside his home by a masked gunman just days after a business associate of Mr Krajisnik and Mr Karadzic was arrested.

"Krajisnik said he would be killed as a dog," Mr Dodik claimed yesterday. Mr Krajisnik denies any involvement.

The SDS lost its grip on the Serb assembly in elections last November and is expected to take a further hammering this weekend, though some supporters may switch to the opposition ultra-nationalist Radical Party.

The election of Mr Dodik, a pragmatic businessman who claims he is committed to a multi-ethnic Bosnia, was seen by the West as a breakthrough.

Since then, Bosnia has acquired a common currency, flag and passport, and car licence plates that do not identify the driver's ethnicity. The opening of rail links between Bosnia's Moslem Croat Federation and the Serb entity will allow Volkswagen to rebuild its Volkswagens car plant in Sarajevo.

Bosnians now travel relatively freely. Scores of trucks backed up on the border with Croatia testify to a surge in trade. But, western officials say, the key barometer of whether Bosnia can stand alone and unite or will remain an ethnically divided state dependent on aid is the issue of refugee returns.

In the Moslem-Croat Federation, western backed moderates may make only limited headway against the hardline Croat party loyal to Croatian president Franjo Tudjman which opposed the Moslem nationalists of President Alija Izetbegovic.

Results from the two days of closely monitored elections costing \$30m may not be known for several days.

### NEWS DIGEST

#### PENSION FUND INVESTMENT

#### Fund managers call for relaxation of restrictions

Fund management associations from six European countries have united to back the relaxation of pension fund investment restrictions. In a joint letter to Mario Monti, the single market commissioner, trade associations from the UK, France, Italy, Ireland, Germany and Spain have opposed curbs on the types of assets pension funds can invest in.

They believe that restrictions on the amount which can be invested in equities, in particular, "have a significant detrimental effect on the development of European-funded pensions, on the European economy and on the growth of the European investment management industry". The associations support Mr Monti's call for the introduction of the "prudent man principle" which leaves asset allocation decisions up to fund managers.

This proposal, set to be confirmed in a preliminary draft of a pension fund directive later this year, is expected to find less favour with national governments such as Germany and France, which impose legal investment restrictions.

France's Association Française de la Gestion and Germany's Bundesverband Deutsche Banken indicated in the letter their support for a more relaxed regime. The UK's Institutional Fund Managers' Association (IFMA), Italy's Assogestioni, Ireland's Association of Investment Managers and Spain's Inverco are the other supporters.

Stephen Tanner, director-general of IFMA, said the move was the "first tangible evidence" of a new mood of co-operation between pan-European fund managers. Jane Martinson, Investment Correspondent

#### GERMAN EXPORTS

#### Asian crisis hits deliveries

Germany's exports to south-east Asia fell 19.7 per cent in the first half of 1998 compared with the same period last year, reflecting the Asian crisis. However, the fall was offset by strong growth in Germany's exports to European Union and North American Free Trade Agreement countries. Overall exports in the first six months this year grew 12.8 per cent.

German exports to the whole of Asia fell 8 per cent, with a particularly dramatic drop in deliveries to South Korea, which fell by 44.7 per cent in the six months compared with the same period last year.

Imports from south-east Asia to Germany in the first half rose by 10.5 per cent compared with 1997. The figure was in line with Germany's overall import growth of 11.8 per cent, despite earlier expectations that the region's massive currency depreciation would boost its share of sales to Germany. Tobias Buck, Bonn

#### FORCED LABOUR

#### Daimler-Benz seeks settlement

Daimler-Benz, Germany's largest industrial group, has told the film director Steven Spielberg that it will try to reach a settlement with Jewish groups over the issue of forced labour deployed in factories during the Nazi period.

Klaus Mangold, Daimler board member, told Mr Spielberg and representatives from German, British and US Jewish groups that the company was committed to discussing the issue with the Jewish community. "We are looking for a solution," he said.

Mr Spielberg was in Berlin to receive Germany's highest medal of honour for his work in setting up the Shoah Foundation, a multimedia archive devoted to the Holocaust, which he established in 1994 with the proceeds from his film *Schindler's List*.

Daimler is one of several German companies accused in a US class action lawsuit of profiting from forced labour during the second world war. Volkswagen's supervisory board is to decide today details of a fund to compensate former labourers. Frederick Stüdemann, Berlin

#### FINANCIAL CRISES

#### Euro 'provided buttress'

Italy, Spain and Portugal might have had "massive" currency devaluations following the Asian and Russian financial crises if they had not been preparing to adopt the euro, according to a leading German industrialist. Hans-Olaf Henkel, head of the BDI, Germany's leading industry association, said the fixing of exchange rates since May had buttressed European economies against the damaging effects of the crises.

Mr Henkel said a sharp appreciation of the D-Mark - and of the euro when it was adopted - triggered by economic slowdown elsewhere in the world was a threat to the European economy.

He added that west German businesses should follow the lead set by companies in the east of the country by breaking away from the straitjacket of industry-wide pay deals. Companies are bound by law to abide by the industry-wide deals, but Mr Henkel said east German groups had exploited low union influence to strike more flexible localised agreements. Graham Bowley, Frankfurt

#### FRENCH INTERIOR MINISTER

#### Chevènement out of coma

Jean-Pierre Chevènement, French interior minister, yesterday came out of the 10-day coma into which he had sunk after an allergic reaction to a pre-operation anaesthetic he received on September 1, the Paris military hospital treating him announced.

The statement left unclear when or whether Mr Chevènement would make a full recovery. Although he leads the smallest political formation, the Citizens' Movement, in the four-party Jospin government coalition, he has played a key role.

Since he became interior minister in June 1997, he has had to deal with immigration policy, the immediate aftermath of Princess Diana's death, violence in Corsica, Islamic terrorists' threats and security during the World Cup. In doing so, he has gained gratitude from governments such as Britain's and a certain private admiration from the domestic rightwing opposition, while providing prime minister Lionel Jospin cover from attacks from the left. David Buchan, Paris

#### TURKISH ELECTIONS

#### Yilmaz would not delay poll

Mesut Yilmaz, Turkey's prime minister, said yesterday he would do nothing to delay a general election, which parliament has set for April 18. "I speak for my party. No proposal of that nature will come from us," he said.

The prime minister suggested last week that the international financial crisis in emerging markets justified reviewing a parliament-approved plan to hold polls 20 months before they are due. Reuters, Ankara

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BANCO AMBROSIANO GOVERNMENT RELIEVED BY GELLI RECAPTURE

## Joint operation nets Italian fugitive

By James Birt in Rome

Licio Gelli, one of Italy's most wanted fugitives, was yesterday recaptured in Cannes by French and Italian police after an escape that had seriously damaged the morale of Romano Prodi's government.

In a year which has seen a string of spectacular failures by Italian police and justice officials, government ministers congratulated the French and Italian police for apprehending Gelli, one of the central figures in the 1982 collapse of Banco Ambrosiano, once the largest privately owned Italian banking group.

In April Italy's supreme court confirmed that the 79-year-old Gelli, the former grandmaster of the P2 masonic lodge, should be sentenced to 12 years' imprisonment for fraud connected to the collapse of the bank. The next month authorities admitted they had lost track of the criminal after he failed to turn up at a police station in his home town of Arezzo.

After the recapture, Mr Prodi, prime minister, was quick to express "relief and satisfaction for an operation that has closed a serious wound in the authority and credibility of the state".

Gelli has long been deemed one of Italy's most notorious post-war criminals. The P2 lodge of which he was "venerable master" was, until its discovery in 1981, one of the most powerful secret organisations within the Italian state, uniting scores of figures in government and the military in anti-communist activity.

Gelli also exercised considerable influence over Roberto Calvi, the chairman of Banco Ambrosiano, who hanged himself in 1982 at the time of the collapse of the bank with debts of about \$1,300m.

His escape was a huge blow to the interior ministry and triggered calls for the resignation of Mr Giorgio Napolitano, interior minister, and Giovanni Maria Flick, justice minister.

It came shortly before the disappearance of Pasquale

Cuntrera, a leading mafia boss, and the theft of three famous paintings from a museum in Rome.

The Italian government will be quick to point out that the two criminals have now been recaptured and the three paintings recovered.

Problems with the Italian justice system that allowed Gelli to go on the run have not been completely resolved, however. Criminal trials in Italy can still take many years because defendants are allowed two appeals after an initial conviction.

During those appeals the presumption is that the defendant is innocent, making it difficult for courts to keep criminals in preventive custody until the supreme court has delivered a final verdict.

A package of reforms to streamline the justice system has been drawn up by Mr Flick.

But they have had difficulty making progress through parliament because of a lack of consensus within Mr Prodi's ruling coalition.

## For the first time, Greens treated as serious contenders

An electoral system that favours coalition government puts the environmentalists in an enviable position, writes Tobias Buck



Veterans of Germany's Green party recall nostalgically the day when a young parliamentarian called Joschka Fischer strolled into the Bundestag, the lower house of Germany's federal parliament, dragging a pine tree ravaged by pollution. Conservatives remember, less fondly, the day three years later when, as state environment minister in Hesse, Mr Fischer wore jeans and sneakers to his swearing-in ceremony.

Today, those sneakers are in a museum. Provided opinion polls are confirmed by Germany's September 27 general elections, Mr Fischer, now leader of the Greens in the Bundestag, could well become vice-chancellor and foreign minister in a coalition government of Greens and Social Democrats.

As foreign minister, the former taxi-driver and student protester would take over the rotating presidency of the European Union in January. He would be entrusted with the task of brokering historic decisions such as EU enlargement and reform of the Common Agricultural Policy. Who knows,

he might even wear a tie.

Before then, however, the Greens must struggle to secure the 5 per cent share of the vote needed to enter parliament. And they will have to crack down on infighting within the party.

Ever since a party congress in March proposed tripling the price of petrol to DM5 (\$2.70) per litre, the Greens' election campaign has produced one blunder after another.

A party that takes pride in its individualism, the Greens have always suffered from loose cannons firing from the back benches. But even by their standards, the series of gaffes shortly before a general election has been staggering.

A Green MP from Bavaria shocked a travel-hungry nation by suggesting the Greens could prove the Achilles heel in their campaign for a red-green coalition under Gerhard Schröder, the SPD's chancellor candidate.

Because Germany's electoral system rarely allows one party to rule alone, voters think carefully about potential coalitions. According to one survey, two-thirds of Germans regard the Greens as "unfit to govern" — a judgment exploited by Chancellor Helmut Kohl with his warning that a red-green government would lead to a "left republic".



Holger Börner, former prime minister of the state of Hesse, swearing in Joschka Fischer of the Greens as environment minister during a session of the parliament in Wiesbaden in 1985. EPA/DPA

the rise of Green "superstars", it forces Mr Fischer and other popular MPs into a secondary role in presenting policies to the public.

A third problem is a record of squabbling in red-green coalitions at state level, which leads many voters to doubt whether red and green could agree to govern.

However, there are only two contentious political initiatives that the Greens say they will not abandon. They insist that nuclear power stations must be closed within about five years. They also want an "ecological tax reform" that would raise fuel and energy taxes, and so permit them to lower taxes on labour. Neither issue is likely to provide a big obstacle to a such a coalition.

Difficulties could arise, however, over the party's demand for one "heavyweight" ministerial post. With Mr Schröder insisting that the SPD must have the interior, finance and defence portfolios, this points to the foreign ministry for Mr Fischer.

The biggest uncertainty looms beyond coalition talks. Voters worry whether the "Realos" could enforce discipline on radical leftwingers after a government is formed. "At the moment, it is only the prospect of success that keeps them quiet," one Green official has observed.

Whatever happens, the election will be a historic turning point for the Greens. Winning power could spur plans to bring the party's structure up to date, perhaps side-lining radicals. A failure to get into parliament or government by contrast, could spell fresh turmoil for a party on which, briefly, was tantalisingly on the cusp of coming of age.

## German, Irish inflation diverges

By John Murray Brown in Dublin and Tobias Buck in Bonn

The economic divergences between the countries which will adopt the European single currency were highlighted yesterday, when Ireland reported its highest rate of inflation in six years and Germany its lowest rate since unification.

Ireland's annual inflation rose to 3.2 per cent in the 12 months to August. Inflation in the year to July had been 2.7 per cent.

Germany's annual inflation rate dropped to 0.8 per cent in the 12 months to August, from 0.9 per cent for the year to July, the federal statistics office in Wiesbaden said.

The rise in Irish inflation is likely to put further strain on the country's national wage agreement, which envisaged pay rises of about 2 per cent. The wage agreement, a cornerstone of the government's macro-economic policy, trades off moderate wage increases and tax cuts.

The rise was largely expected as a result of a poor harvest and the knock-on effect of the weakness of the Irish pound earlier in the year.

Dermot O'Brien, economist with NCB stockbrokers, an Ulster Bank subsidiary, predicted inflation would peak in the next couple of months. However, the rise comes at a time when interest rates are set to fall as Ireland prepares for the European single currency in January.

## Greek bonds aim to boost privatisations

By Karin Hope in Athens

Greece's finance ministry yesterday announced the launch of privatisation bonds, which will be convertible into shares in state-owned companies to be floated on the Athens stock exchange next year.

The issue, due later this month, will be split into a three-year certificate denominated in drachmas for domestic investors and a five-year certificate denominated in euros, intended to attract international institutions.

The size of the bond issue is expected to exceed \$150m. Ministry officials said the timing of the issue reflected the government's commitment to its fast-track privatisation programme, despite turmoil on international financial markets. Next year's disposals are part of a structural reform package aimed at ensuring Greece qualifies to join the euro on January 1, 2001.

"We believe the crisis on international markets has started to subside, so the timetable for flotations won't have to be delayed," an official said. "Moreover, Greece can be seen as a safe haven compared with other emerging markets."

Two local banks, National Bank of Greece and EFG Eurobank, will arrange the domestic tranche, while Paribas will handle the euro-denominated tranche.

The socialist government is trying to promote share ownership in public sector companies by small investors as a means of overcoming lingering political opposition to privatisation. The drachma certificates will have a face value of Dr100,000 (\$335) each and interest earnings will be tax-free.

Buyers will be able to convert them into shares on preferential terms as the companies come to market from January.

Analysts said the issue of privatisation certificates would help the finance ministry achieve revenue targets in sales of smaller utilities and transport companies which might struggle to attract investors.

The seven companies due to be floated include the Athens water utilities, the ports of Piraeus and Thessaloniki, and the catering subsidiary of Olympic Airways.

Although nominally profitable, most companies on the list will have to be restructured before they can be offered for sale.

## Threat looms of smartcard standards war

By James Mackintosh in Cannes

Europay International, the European credit and debit card consortium, yesterday raised the threat of a standards war with Visa by adopting competing technology standards on smartcards.

Smartcards, which are being tested in the US and Europe, allow multiple uses of a single card, including credit cards, airline ticketing and supermarket loyalty schemes.

Europay's adoption of smartcard technology from Maosco, a not-for-profit consortium, also dealt a blow to the Java software standard, licensed by Sun Microsystems of the US. Visa has adopted Java. The other two large card brands, Mastercard and American Express, have both adopted Maosco, although neither has big smart card operations in Europe. Maosco is supported by Hitachi, Siemens and Motorola.

Europay also linked up yesterday with Geld Karte, a German "electronic purse" scheme already linked with Visa. Hans van der Velde, president of Visa EU, welcomed the move, saying it would assist efforts to create

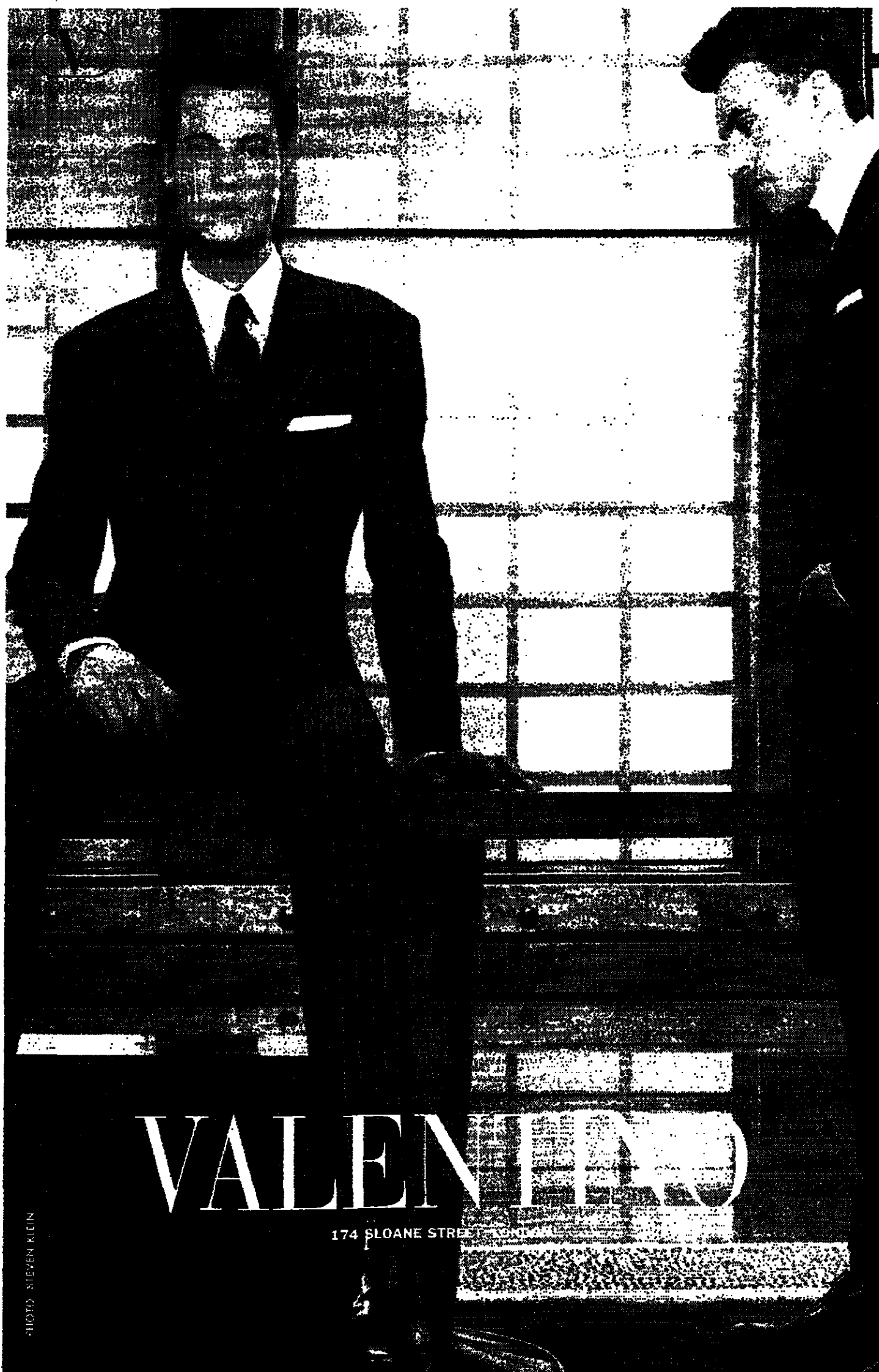
a common electronic purse standard for Europe. Electronic purses allow storage of cash in electronic form on a card, which may then be used to make small payments. Geld Karte has 45m cards on issue.

These smartcard decisions put Europay and its US partner, Mastercard, into competition with Visa over technology standards after several years of co-operation, which led to agreements such as the internet security standard SETS.

But Europay said it would work with Visa to try to unify electronic purse standards in Europe, despite having competing products.

Marc Dutrieux, head of smartcard development at Europay, said: "We think it is foolish to compete on technology." But he said he was confident that Maosco's Multos system was technically superior, and he expected most banks that issue both Europay and Visa cards to choose just one smartcard technology platform and rewrite the other brand's software for that platform.

Europay's choice of Multos promises to reduce the number of cards European consumers have to carry in their wallets by allowing one card to do many things.





## INTERNATIONAL

AFGHANISTAN 80,000 TROOPS MASSED AS TENSION RISES OVER DISCOVERY OF DIPLOMATS' BODIES

## Iran starts military manoeuvres on Afghan border

By Mark Hubbard in Cairo

Up to 80,000 Iranian troops were yesterday preparing for military manoeuvres along Iran's border with Afghanistan amid renewed tension following the discovery of the bodies of nine Iranian diplomats killed last month by Taliban forces.

"The order for the manoeuvres has been issued. The forces, which have already taken positions in the area since one month ago, will carry out the manoeuvres at the decided time," Ali Shabbazi, commander-in-chief of the army, was yesterday quoted as saying by Iranian state television.

Taliban officials said yesterday the bodies had been found near the northern Afghan town of Mazar-i-



Sharif. Iran says 11 of its diplomats and an Iranian journalist disappeared when Taliban forces seized the town on August 8. The whereabouts of the two remaining Iranians is uncertain.

A Taliban spokesman yesterday acknowledged that Taliban fighters were responsible for the deaths but insisted they had done

so on their own initiative. The Taliban is prepared to hand the bodies over to the Iranian government, and has said it will find the killers and punish them.

A force of 70,000 troops was sent to Iran's north-eastern border with Afghanistan for three days of military manoeuvres last week. A government statement

issued before the discovery of the bodies said several extra divisions were being sent, increasing the force to around 80,000.

"Commandos, special forces, armoured artillery, and mechanised units backed by the air force and the army's air corps will take part in the war games," Major General Shabbazi said.

The announcement came two days after Ayatollah Ali Khamenei, Iran's supreme leader, and overall commander-in-chief of the armed forces, said Iran was not planning a military confrontation with the Taliban.

The official Iran News Agency (IRNA) quoted Gen Shabbazi yesterday as saying that Iran had detected "unusual" troop movements

on the Afghan side of the border. "The Islamic Republic of Iran army, on orders from the commander-in-chief of the armed forces, will carry out its duties in defending the territorial integrity of the country and in guaranteeing national security regardless of big powers' threats," IRNA quoted him as saying.

The Taliban, which has in the past received military advice from Pakistan, accuses Iran of backing the opposition military alliance which was forced out of its stronghold of Mazar-i-Sharif last month. Iran denies the charge. It blamed Pakistan, which was the first country to recognise the Taliban government when it seized the Afghan capital Kabul in 1996, for the delays in estab-

lishing the whereabouts of the dead diplomats.

Pakistan said yesterday it had "been in intensive contact with both Iran and Afghanistan in order to persuade the two brotherly countries to exercise restraint and resolve their differences through negotiations."

Along with a possible Taliban troop build-up along Afghanistan's border with Iran, Taliban fighters are closing in on the main Shia stronghold of Bamyan province. Afghanistan's Shia Muslim minority have strong ties with predominantly Shia Iran.

Afghanistan's two Shia political factions, the Hezb-i-Wahdat and the Harakat-ul-Islami, are both now effectively encircled

by Taliban forces.

The Sunni Muslim Taliban have been accused of targeting Shia Muslims during their four-year military advance through Afghanistan. Taliban forces entered Bamyan province last week and have the airport of their heavy artillery, a Taliban official said yesterday.

The responsibility to protect Afghanistan's Shias is likely to influence public opinion in Iran, which is strongly divided over what action should be taken to oppose the Taliban. Iran is also home to 1m Afghan refugees, and the Iranian government is determined to avoid the unrest among its Afghan population, which may be caused by action against Afghanistan.

## Warning by UN to Angola foes

By Laura Silber at the United Nations in New York

Kofi Annan, United Nations secretary-general, yesterday warned that UN observers could withdraw from Angola by February unless the government and Unita rebels agreed to end their fighting and implement the peace accord reached in 1994.

In a report to the Security Council, Mr Annan proposed that it review by November the situation in Angola and the continued presence of the 1,156-strong UN mission.

"If at the time of the November review, it appears there has been no substantial progress towards full compliance by the parties with their respective obligations...the reduction of the force would be accelerated with a view to closing it down by early February 1999," said the report.

Mr Annan, however, left the door open for progress. In the event of a step forward, the UN would maintain and perhaps bolster the force, comprised of 661 troops, 403 police and 82 military observers.

Both sides "seem to be preparing themselves for a confrontation," Mr Annan said, urging the government to establish an effective and secure environment in which Unita would have no reason to fear the consequences of its transformation into a genuine political party.

The Council last night was considering Mr Annan's report. Diplomats yesterday said they believed the UN was unlikely to pull out completely despite the deteriorating situation.

The Lusaka Protocol, mediated by the UN in 1994, ended 19 years of conflict but Unita has refused to implement the agreement fully.

Last week the government said it would sever all contact with Jonas Savimbi, Unita leader.

## South Africa's 'affirmative action' law meets some negative responses

Victor Mallet reports on controversial legislation designed to unravel the legacy of apartheid which has dismayed employers

The rightwing Freedom Front calls it "abhorrent" and says it is a licence to discriminate against white males: liberals condemn it for "re-racialising" South Africa four years after the end of apartheid; most employers hate it, although they are afraid to say so in public; but many black professionals say it is a long overdue measure to right the wrongs of the past.

South Africa's Employment Equity Bill, an ambitious piece of "affirmative action" legislation, is about to become law. Parliament in Cape Town completed its scrutiny of the bill this week, and all that remains is for President Nelson Mandela to sign it.

No law has aroused such controversy in South Africa since the end of white minority rule, when the African National Congress came to power in the country's first

all-race election in 1994. That is partly because its effects will be so far-reaching. The legislation is designed not merely to protect racial minorities from discrimination in the workplace, as in the US or the

**The ANC's purpose is nothing less than a complete change in the balance of power in offices and factories to benefit the black majority after centuries of white domination**

UK. Its aims are closer to those of Malaysia, which implemented laws to favour the majority Malays over the richer but less numerous ethnic Chinese: the ANC's purpose is nothing less than a complete change in the balance of power in offices

and factories to benefit the black majority after centuries of white domination.

The law will require companies with more than 50 employees, or with turnover above specified limits, to ensure that previously disadvantaged groups - including blacks, women and the disabled - are adequately represented throughout the workforce on the basis of the

assessment of the bill by the South African Institute of Race Relations. Employers will have to draw up an employment equity plan and file regular progress reports to the Labour Department. Those who fail to comply will be denied government contracts and can be fined up to R900,000 (\$145,000) for each contravention. One of the few concessions to employers is the recognition that the size of the "pool of suitably qualified people" must be taken into account.

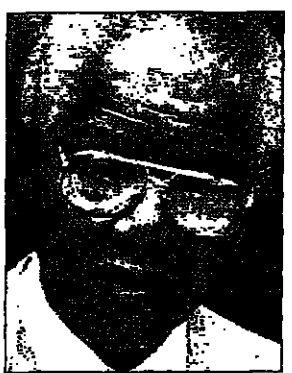
Business organisations, which are largely white as a result of the country's apartheid legacy, say they accept the need for some form of affirmative action, but they are alarmed by some of the bill's provisions and by the fact that it does not envisage a finite period after which affirmative action will no longer be needed.

In particular, they dislike being obliged to set "numerical goals" for different categories of employees, something they view as a thinly

disguised quota system. They believe the bill gives very wide discretionary powers to the labour minister.

They criticise its attempt to reduce wage differentials for different types of work. And they say the clause putting the onus of proof on employers - who must prove they are not discriminating whenever they are accused of doing so - will prompt a torrent of spurious complaints.

Employers say this and other "first world" labour laws are inappropriate for a developing economy, will discourage job creation and do nothing to reduce South Africa's 30 per cent unemployment rate. Above all, the low quality of education for black South Africans under



Nelson Mandela: To sign far-reaching legislation

apartheid means there are simply not enough skilled black employees to go round. Poaching and "tokenism" are already rife.

"In 1996, fewer than 1,000 or 0.3 per cent of the 438,000 black matriculants achieved the maths and science results required for entry into engineering," the employers' group Business South Africa says. "It is impossible for companies in the mining and engineering sectors to meet the requirements that might be imposed on them by the bill."

Liberals have an additional complaint about the legislation: it harks back to the apartheid era by requiring companies to classify their workers by race. Tony Leon, leader of the opposition Democratic Party, calls it "social engineering gone mad" and says the law may even be unconstitutional because of its references to racial groups.

Black opinion, however, is mostly in favour of the new law. Tshenolo Mthethwa, creative director of a small black-owned advertising agency called MDS-DD&M, says bitterly that legislation is essential because most white employers are still reluctant to move of their own accord. "It's the only

## WORLD TRADE

## Skoda in talks over \$450m engine plant

By Robert Anderson in Prague

Skoda Auto, the Czech carmaker 70 per cent owned by Volkswagen, plans to build a \$450m engine plant if it wins the right incentive package from the Czech government.

The project would be one of the biggest recent foreign investments in the country and would represent a massive increase in Skoda's spending plans. Volkswagen, the German carmaker, invested DM2.1bn (\$1.2bn) in the company between its pri-

vatization in 1991 and the end of last year. It had planned a further DM2.4bn injection by the end of 2002. Because of the size of the investment and the fact that the plant - at Skoda's main factory at Mlada Boleslav, north of Prague - would produce up to 500,000 one litre and 1.4 litre engines a year, not only for Skoda but for the whole VW group, the Czech company is believed to be competing for the cash with other VW operations, particularly in Spain and Poland.

Miroslav Greg, the new industry minister, has backed Skoda but the final decision will depend on discussions with the Ministry of Finance. A spokesman for the industry ministry said yesterday: "A concrete proposal should be offered to the company at the end of September."

VW had planned to build a modern engine plant with Skoda when it took the company over, but the scheme was cancelled in 1993 when the parent company decided to go for a leaner operation

with less fixed costs after its experience with Seat in Spain.

Until now the existing Skoda plant has built engines for the smaller Felicia model but only undertaken final assembly for the Octavia mid-range saloon.

The engine plant would complement the rapid expansion in car production at Skoda, the Czech Republic's biggest company. It produced 357,405 cars last year and had planned 410,000 vehicles this year, rising to 500,000 by the turn of the

century. However, a spokesman admitted yesterday that the company might need to revise these plans because of the 15 per cent fall in domestic sales in the first half caused by the economic slowdown.

The project is important for the Czechs, who have fallen behind their neighbours in attracting foreign investment, partly because they offer more generous incentives. In the first half of this year the Czech Republic received \$588m in foreign direct investment, less than

half that received by Hungary and a tenth by Poland.

A new scheme of incentives was announced in May, though it has been criticised for falling short of those offered by neighbouring countries. Mr Greg wants to revise the package by lowering the minimum \$25m investment required and offering special incentives for spending of more than \$150m. Two companies - AEG of Germany and Hayes Wheels of the US - have so far received the new incentives.

## NEWS DIGEST

## EU-VIETNAM TRADE

## Agreement on textiles and clothing is ratified

The European Union and Vietnam yesterday ratified an agreement liberalising bilateral trade in textiles and clothing during 1998-2000. The agreement removes EU quotas on 22 categories of textiles and clothing from Vietnam and replaces a 1993 textile and clothing trade agreement. It also increases by nearly a third the size of remaining EU quotas on imports of 29 other categories of textiles and clothes. It also reduces Vietnamese duties on imports of EU textiles and clothes. The reductions amount to 2 per cent in 1998-99 and to between 3-5 per cent in 2000-2001. The value of EU imports of textiles and clothes from Vietnam was about Ecu500m (\$545m) in 1997. The EU exported textiles and clothes to Vietnam worth about Ecu50m in 1997. International Staff.

## INVESTMENT IN CHINA

## Israelis to build potash plant

Dead Sea Works (DSW), Israel's potash company, yesterday approved plans to build a \$498m joint venture potash plant with the Chinese government, a move which will break China's dependence on imports.

The Chinese government, along with the state-owned Migda Corporation, will hold a 67 per cent stake and DSW the remainder. Production, to start in four years, is expected to have an annual capacity of 850,000 tonnes. Despite overcapacity in world markets, Shaul Ben-Zeev, chief executive of DSW, said China would be able to absorb all its own potash production. The venture will be financed by Chinese and international banks. The agreement ends several years of negotiations, started by Shaul Eisenberg, head of Israel Corporation, the parent company of DSW, who built up a wide range of commercial interests in China before his death last year. Judy Dempsey, Jerusalem

## FARNBOROUGH AIR SHOW

## Airbus adds to record orders

Airbus Industrie yesterday topped its record tally of more than \$11bn worth of new orders announced at this week's Farnborough air show, with orders for three more A319 short-haul jets. The consortium said it had won an order for two A319s from Dutch-based leasing firm Delta Air Finance valued at \$80m and had sold a A319-CJ corporate jet version of the aircraft to a Middle East buyer.

## OECD Export Credit Rates

The Organisation for Economic Co-operation and Development announced new minimum interest rates (%) for officially supported export credits for September 15 1998 to October 14 (August 15 1998 to September 14 in brackets)

	4.99 (5.37)	Yen	2.30 (2.93)
D-Mark	4.97 (5.19)	Peasants	5.23 (5.51)
French franc	5.29 (5.53)	Starling	6.94 (7.20)
Guilid		Swiss franc	3.96 (4.21)
up to 5 years	4.90 (5.20)	US dollar for credits	
5 to 8.5 years	5.10 (5.55)	up to 5 years	6.24 (6.47)
more than 8.5 years	5.50 (5.95)	5 to 8.5 years	6.27 (6.49)
Italian lira	5.54 (5.70)	more than 8.5 years	6.36 (6.58)

These rates are published monthly by the Financial Times, normally in the middle of the month. A premium of 0.2 per cent is to be added to the credit rates when being or not, interest rates may not be fixed for more than 120 days.

## DVD Video comes thundering back from disaster

It promises a lucrative source of sales, but faces a new threat, Alice Rawsthorn reports

A product launches go, the early days of DVD-Video, the compact disc version of the video cassette, were little short of disastrous.

Being billed as the "hottest new thing" did not help, but DVD's development was also marred by a row over hardware technology, and a battle with the Hollywood studios over their terms for releasing films on the discs.

When DVD players were introduced to Japan in 1996 and the US in 1997, sales were well below expectations. Yet sales have risen sharply in both countries this year, and are running ahead of target in Europe, where DVD was launched this year. Despite its inauspicious start, DVD now seems poised to become a popular, and profitable, product.

"We're very, very pleased with its progress," says Warren Lieberfarb, president of Warner Home Video, part of Time Warner, the US entertainment group. "Over 1m DVD players have been sold in the US in its first 18 months, against 90,000 video recorders and 275,000 CD players in their first two



A scene from LA Confidential, the best selling film on DVD Video

years. That means DVD has outsold the VCR 10-1, and the CD by 4 to 1."

If the market continues to develop at its present pace, DVD will provide a sorely-needed fillip for the world's consumer electronics makers, after a difficult time when their established products, notably VCRs and audio-CD players, have hit maturity.

It also promises to create a lucrative source of software sales for Hollywood studios and other film producers, now facing a squeeze on video revenue. They hope consumers will buy DVD versions of favourite films on video-cassette, just as they replaced old vinyl albums with compact disc.

But past efforts to launch entertainment software products, notably laser disc for film and digital compact cassette (DCC) for music, have proved consumers will not accept a new format, unless convinced it offers a big improvement over its predecessor at a reasonable price, and that plenty of software will be available.

Both the hardware and software sectors were deter-

mined not to repeat their past mistakes with DVD. They always believed in its merits as a product.

Even when the rows over technology were at their fiercest, both industries were emphatic that its audio-visual quality, combined with multiple language soundtracks, director's commentaries and added scenes dropped for the initial cinema release, made DVD superior to video-cassettes.

Electronics makers tried to make the launch prices of players as low as possible, in the hope of moving swiftly to volume production.

"Everyone recognised the importance of competitive

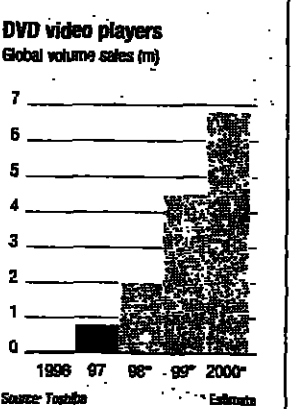
pricing," says Frank Bauli, head of DVD-Video for Philips, the Dutch electronics group. "Players went on sale in the US from \$500, and are now selling for \$350-\$400. And they'll soon ease again."

Hollywood adopted a similar approach to software prices. When video came out in the early 1980s, it cost \$24 to make each cassette - because the raw materials were expensive, and dedicated production plants had to be built - which meant they would have retailed at \$60, too high a price for consumer acceptance.

Instead, the studios sold their expensive cassettes to rental outlets and the more profitable video retail market only developed when cassettes were produced at high enough volume for prices to fall.

But DVD benefits from far lower production costs, because the raw materials are cheaper and the discs are made at existing audio-CD plants.

The first DVD software retailed in the US at \$20, and prices have since fallen to about \$15. Some Hollywood studios were initially wary of releasing software on DVD. But all of them are now committed to it, except for DreamWorks and its co-founder and Oscar-winning director, Steven Spielberg.



Buoyed by DVD's popularity in the US and Japan, and its strong start in Europe, the hardware and software sectors are investing heavily in promotion this autumn.

They are stepping up supplies to Europe, and broadening distribution in the US, where mass merchants, such as Wal-Mart and K-Mart, are starting to stock it, as well as electronics specialists.

Matsumita, Japan's largest electronics group, now expects DVD to be installed in 10 per cent of US and Japanese homes within four years. Yet despite its promising progress, DVD still faces what could be its biggest obstacle: competition from video-on-demand when digital television comes on stream.

"Digital television will definitely be a threat, and that's why we've got to move quickly," says Gilles Pelletier, head of DVD-Video for Sony Europe. "We've got two years at the most to make DVD go mainstream. Otherwise it'll be too late."



سكزا من الراحل

ASIA-PACIFIC

ASIA CONCERN PROPOSALS BEING STUDIED

## Downturn in Japan 'set to continue'

By Gillian Triff and Masahito Nakamoto in Tokyo

Japan's downturn will continue into the early autumn, Eisuke Sakakibara, Japan's vice minister of finance for international affairs, has warned.

"From what we have observed in July and August, the July to September quarter will not be good," he said.

Mr Sakakibara, who has hitherto been consistently upbeat about the economic outlook, insisted that a rebound would occur later this year, as public spending projects would start in September. However, his comments highlight the growing sense of alarm felt in the Japanese government about the economic downturn in Japan and the rest of Asia.

They come amid signs that Japan may now be pressing for a broader easing of monetary policy by other western countries such as the US.

On Wednesday the Bank of Japan announced that it would loosen monetary policy for the first time in three years by guiding down the overnight call rate - or the money market rate - from around 0.5 per cent towards 0.25 per cent.

The bank has denied that this move was decided in co-ordination with the US. But speaking shortly before the bank's decision was announced, Mr Sakakibara warned that some "major accommodative policy" was needed across the region.

"I don't think the Asian or world crisis is over. We are on the verge of a deflationary spiral and we need to avoid that," he said. "Japan is pursuing an expansionary policy and I think sentiment in the US has shifted slightly."

Separately, Mr Sakakibara also indicated that Japan is considering other proposals

to tackle the Asian crisis ahead of a forthcoming meeting of officials from the Group of Seven industrialised countries. These could include measures to boost Asian debt markets, possibly by providing Japanese guarantees for the debt of other south-east Asian countries.

"I would like to activate the regional debt market. This could involve some sort of guarantee of sovereign debt, or a yen equivalent of Brady bonds," Mr Sakakibara said.

Brady bonds involved defaulted commercial loans which were then converted by the US government into bonds secured against the collateral of US Treasury bonds.

Japan also wants the G7 to review policies towards capital liberalisation, he added. "In capital liberalisation, proper sequencing is very important and [this] did not exist in south-east Asia," he said.

Mr Sakakibara stressed that he was not personally calling for a reimposition of capital controls in opposition to the IMF. However, he admitted that in some areas Japan had been critical of the Asian policies adopted by the International Monetary Fund over the last year.

And the recent move by Malaysia to impose capital controls has been greeted with considerable sympathy in some parts of the Japanese government. In a separate interview Kaoru Yosano, minister of international trade and industry, said: "I do not think that other countries will follow the same path [as Malaysia] because this is an emergency measure to fight speculators. [But] there are many points that we can sympathise with about the actions... I believe that there are certain sound reasons for adopting capital controls."

## Yields on long-term bonds at new low

By Edward Lucas, Capital Markets Editor

The yield on Japanese long-term bonds hit a new low yesterday in a sign that the Bank of Japan's decision to ease credit on Wednesday had the opposite effect to that intended.

With the yield on the 10-year Japanese government bond touching 0.84 per cent at one point yesterday, economists said the Japanese debt markets were entering uncharted territory. The sharp rise in government bond prices (triggering a corresponding fall in bond yields) came after the bank's decision to reduce the overnight interest rate to 0.25 per cent from 0.5 per cent in an attempt to boost liquidity.

"We can't recall any time in modern history that the long bond yield has dipped below 1 per cent in Japan or elsewhere," said Kirti Shah, chief market strategist at Sanwa International. "Investors are putting their money into the safest instrument, Japanese government bonds."

In a normally functioning economy, much of the liquidity generated by an interest rate cut would go into the stock market in the expectation of higher corporate profits. However, economists say that Japanese investors clearly interpreted the interest rate easing as a sign of desperation on the part of the BoJ rather than as a measure which would boost activity in the real economy.

"As long as there is the fear of another bankruptcy in the banking sector or of a deepening recession investors will continue to buy bonds," said one trader. "The yield could even fall as low as 0.5 per cent."

The dilemma for the Japanese authorities is that negative sentiment could defeat the benefits of any further reduction in interest rates. "This is a vicious cycle for the economy," said Mr Shah. "and a virtuous cycle for the bond market."

## Thais agree on debt restructuring

By Ted Barnacks in Bangkok

Thailand's central bank, the country's leading industry associations and foreign and domestic financial institutions yesterday endorsed a framework for corporate debt restructuring in a last-ditch attempt to prevent the government from taking charge of Thailand's mounting bad loan problem.

The 18-point non-binding plan will be used as the guideline for all corporate workouts involving multiple creditors, including 800 cases involving more than Bt200bn (\$4.9bn) that the central

bank has said can be resolved quickly.

Key points of the framework include: the principle that debt restructuring will require business reorganisation - not just new loan repayment terms; a promise by debtors to provide accurate and timely financial information; a pledge by creditors that if such information is forthcoming they will agree to a "standstill" and not charge default interest and other penalties; and that creditors will be treated equally with equity holders suffering the first losses.

Although the plan does not by itself initiate any debt restructuring talks, "it should not be taken lightly... as it sets out a standard of practice and can be referred to as a starting point for talks," said Chatumongkol Sonakul, governor of the Bank of Thailand.

Past efforts at debt restructuring have floundered as creditors squabbled among themselves and with borrowers over how to conduct negotiations. Bankers and economists say a recovery in Thailand cannot be engineered unless the bad debt problem is dealt with.

While continuing to support "market-based" solutions, the government has recently shown impatience with the lack of progress and stepped up its involvement in debt restructuring negotiations. Mr Chatumongkol said senior central bank officials were being assigned to monitor 20 large and important restructuring cases.

More direct intervention could be coming soon if the guidelines announced yesterday do not foster quick solutions, officials say. Thailand's most recent letter of intent with the International Monetary Fund says that, if necessary, the government

will develop procedures "for enforcing [the] timetable for implementing [the] agreed guidelines, including arbitration among deadlocked creditors".

Progress on corporate debt restructuring will be a "key focus" of the IMF's November review of the Thai economy, said the IMF resident representative, Reza Moghadam. He said for yesterday's guidelines to work, Thailand must press on with changes to bankruptcy and foreclosure laws as the current legal framework "does not exert enough pressure on debtors".



Sharp conditions could pose threat to his government

## IMF team due for Pakistan talks

By Farhan Bokhari in Lahore

Members of a team from the International Monetary Fund are due to arrive today in Islamabad, to discuss a loan programme to help stave off an impending foreign debt crisis.

In Saudi Arabia yesterday Islamic commercial bankers delayed a decision on Pakistan's request for new commercial loans. But the Jeddah-based Islamic Development Bank (IDB) agreed to put \$200m towards what bankers said would be a Pakistan fund where Gulf-based Islamic banks would make further investments.

Pakistan is seeking a package of \$1.5bn from the IDB

and other institutions. But bankers say Pakistan may run into difficulties repaying the loan, on which it is understood to have offered an interest rate of 5 per cent over Libor.

Independent analysts warned that the IMF negotiations could involve tough conditions that would further undermine the beleaguered government of Nawaz Sharif, prime minister. The Pakistani opposition, which recently launched a campaign against plans to introduce new Islamic sharia laws, is likely to oppose such measures as increases in utility tariffs or cuts in spending on development projects.

## Hong Kong digs deep into its war chest

By Louise Lucas in Hong Kong

With its big August battle over, Hong Kong is now counting the cost. The tally so far: a depleted war chest and lower interest rates that have brought stability to the markets but carry a sting in the tail.

The sting is a potential drift of money out of Hong Kong dollar deposits and into US dollars. Around 56 per cent of deposits are now held in the local currency as savers enjoy the boon of 10 per cent returns.

Since the government successfully imposed its new measures on the market, interest rates have dropped and the premium over US dollar rates in savings accounts is narrowing. The moves, says Simon Maughan, head of Hong Kong research at Indosuez W.I. Carr, "might totally backfire and undermine the peg because only now does the man in the street move into US dollars."

The reserves are a potent weapon in the defence of its currency peg, the linchpin of Hong Kong's financial system which fixes the exchange rate at HK\$7.8 to US\$1. The peg is backed by a currency board, under which all Hong Kong dollars are backed by the equivalent number of US dollars.

The government has refused to disclose the cost of its intervention. The only clue doled out by Donald Tsang, financial secretary, is that it is more than he expected.

He admitted spending US\$6.2bn in the foreign exchange markets in the first two weeks of August. These funds were used to absorb heavy selling of Hong Kong dollars in what the government has described as a massive pan-global attack.

In the following two weeks, the government changed tack and began aggressively buying shares. The share-buying binge is estimated to have cost some US\$1.4bn to US\$1.5bn - a figure economists say is likely to include the \$6.2bn spent on foreign exchange, which left the government with Hong Kong dollars.

Further funds were ploughed into the futures market. Traders reckon the government bought around 40,000 August futures, which expired at the end of the month and generated a profit of less than US\$30m. It has less than 20,000 September contracts outstanding.

Even if the damage is limited to US\$15bn worth of money in Hong Kong stocks, legislators and analysts see cause for concern. Margaret Ng, a legislator, noted that

of the reserves, some US\$17.5bn belonged to the Land Fund and a further \$30bn belonged to fiscal reserves. Neither, she said, could be spent without legislators' approval.

Some economists argue that the hole could be twice as big as the amount spent assuming that US dollars were sold for Hong Kong dollars to buy shares, and that the sellers - as seems to have been the case - were largely foreigners who would then convert their proceeds into US dollars in order to repatriate them.

As such, says Mr Maughan, while the accounting loss is small - some US\$7bn at the beginning of this week, and less as the stock market has risen - the pool of available funds has shrunk considerably.

His estimate of the money remaining in liquid investments is around HK\$300bn (US\$39bn). Of that, HK\$90bn has to be kept to back notes and coins in issuance.

"If 50 per cent of all selling is going to be money removed from Hong Kong" - foreign selling - "for a year or so, then we have got another two defences of similar size to August left."

"The minute we have done two and we have only got one left, it's all over," he says.

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## THE AMERICAS

DISABLED PRESIDENCY IMF FUNDING IS JUST ONE OF SEVERAL VITAL POLICY ISSUES ON THE BACKBURNER BECAUSE OF THE FURORE OVER KENNETH STARR'S REPORT

## Nation waits to see if Clinton is down or out

By Nancy Dunne in Washington

Congressional Democrats yesterday waited with trepidation for the public release of the special prosecutor's report on President Bill Clinton's alleged transgressions.

"If there's any silver lining, it's that God didn't let this happen to someone really important like Clinton or Greenspan," said one senior Democratic aide, speaking of Robert Rubin, the treasury secretary, and Alan Greenspan, chairman of the Federal Reserve.

The presidential strategy of public apologies was due to embrace the Senate yesterday, including many

senators who have been defending Mr Clinton for months. It remains to be seen whether he can overcome the "palpable anger" that one senior aide described within the Democratic caucus in the Senate.

Members remain angry that when Mr Clinton arrived in Washington there was a large majority of Democratic senators - 58 out of 100 - and now there are only 45. The sting of the prosecutor's report could cause that number to slide to 40 in the mid-term elections in November, which would give the Republicans complete control of the Senate agenda and move the body further to the right.

There seems to be little gratitude for the president's efforts to raise funds for fellow Democrats, even while under attack for campaign finance practices in the 1996 campaign. He did little to cultivate relationships on Capitol Hill, and there is still hostility over the "triangulation" strategy he employed, moving right after the Republican takeover and ultimately signing a welfare "reform" bill which most Democrats deplore.

"He's as selfish in his politics as he is in his sex life," said one Democrat, who worried that Senator Tom Daschle, the Democratic leader in the Senate, was close to losing control of what has been a

unified party caucus. "This complicates the agenda, but it hasn't diminished it," Senator Daschle said yesterday. "It's difficult to compete because we are thwarted by a Republican Congress refusing to act on the patients' bill of rights" among other social policy items.

In the House, Democrats are worried that the pre-occupation with an impeachment inquiry will reduce the already dubious prospects for passage of \$18bn for the International Monetary Fund and back dues for the United Nations. The House appropriations committee yesterday was expected to vote only \$3.5bn for the IMF, resisting

pleas that the turmoil in the world financial markets requires more.

Congressman Barney Frank, a key member of the judiciary committee, bemoaned the loss of debate over health care and campaign finance. "There is a need for debate over globalisation, the volatility of capital, interest rates," he said, but these are obscured by the obsessive coverage of the impeachment inquiry. The congressman said the president's behaviour was "irresponsible" but "it doesn't justify impeachment."

The common refrain is the president's chances of rehabilitation depend largely on evidence in the special

prosecutor's report, which could be released today.

Republicans know that for impeachment proceedings to succeed, they must have a bipartisan approach. House leaders vowed that they would rise above party, but differences are already emerging.

While Republican leaders were planning to rush the report out on the Internet, minority leaders in both houses said Democrats did not want Congress to be so hasty. "There's a deep feeling in the (Democratic) caucus that the president has the right to see the material for a reasonable time before it's released to the public," said Richard Gephardt, House minority

leader. "There's a great desire for fairness. There's a great desire to do this in the right way. Members understand the importance of what's being done here."

However, Gerald Solomon, chairman of the House rules committee, proceeded to draw up a resolution authorising publication of the 445-page report.

Among the various groups which work closely with the White House, there was general weariness about the scandal which has obscured so many issues.

Healthcare and immigration reform are also potential victims of the scandal. "There is a great sadness among 'New Democrats' (centrists), said

Susan Aaronson, an historian. "This was the president that was to move his party to the twenty-first century, and he did succeed in making it the party of high tech and multilateral big business. But many Democrats feel ashamed and angry with him because he's put their party in jeopardy."

One environmental spokesman said that her organisation had been working on legislation to preserve rhinos and tigers but that the proposals were likely to be ignored this week when they were due to come under consideration. "No one cares about the sex life of a tiger or rhino," she said.

## Starr becomes the whipping-boy for party faithful

Rank-and-file supporters are prepared to forgive and forget, in contrast to their congressional leaders, writes Adrian Michaels

Grassroots Democrats have had enough of Kenneth Starr, the independent prosecutor. In stark contrast to the anger and sharp criticism aimed at the president from congressional Democratic leaders this week, the party faithful are more inclined to the unrepentant line taken by Bill Clinton in his earlier statements and "apologies".

The timing could not have been better: 200 delegates at the annual Democratic Business Council issues conference in a push Washington hotel. One female delegate was irate. "I'm angry at Ken Starr. I'm angry at the existence of a Ken Starr. As I look back at the McCarthy era and wonder what we were doing, our children will look back at this and think the same thing."

She was joined in her view by a delegate from North Carolina: "I think everyone's heard enough [of Starr], the people working for the party have an agenda, the things they believe in. People want this to move forward, it has overshadowed the good work they've done."

Yesterday's all-day meeting, organised by the Democratic National Committee, brought committed Democrat business people, rank-and-file supporters and party workers together from across the US.

Dodging the swinging boom microphones of the

media scrum, they first ducked into a closed breakfast address by Robert Rubin, Treasury secretary - "He made a couple of good quips and was pretty realistic about the Asian and Russian situations," said one delegate - and were later addressed by Al Gore.

The vice-president's first engagement of the day was a study in avoidance. He gave a speech announcing new data showing that last month was the warmest August on record.

The delegates seemed a little reluctant to talk politics, and were adamant when pressed that the party's chances in November's congressional elections had not been harmed.

"People [the media] are overplaying it," said one. "I don't care. Nobody cares. It's none of our business." Her husband, a musical instrument manufacturer, joined in: "We're very positive about the administration and the first family."

The faithful's view seemed to clash so sharply with the attitude of the party's leadership that one wondered if the congressional Democrats had overreacted, even panicked, at the thought of faring badly in the elections. But the delegates disagreed. "The party is not panicking," said one from Baltimore, Maryland. "The staunchest supporters will double their efforts, the

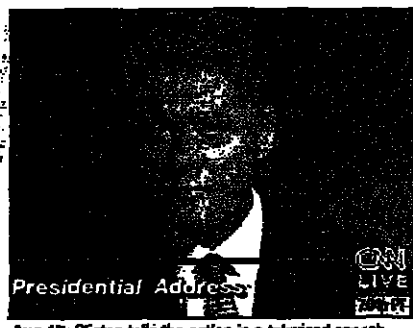
party will rally." Meanwhile, more Clinton supporters from outside the capital were banding together. A "newly formed group of citizens and legislators" calling itself Americans to Save the Presidency gathered at the district office in Virginia of Democratic Congressman Jim Moran. The group, calling Mr Moran "a leader of the treasonous 'New Democrats' trying to stampee President Clinton into resigning", comprised mostly state politicians from across the US.

Perhaps the state senators and representatives were worried that Democrat candidates in the elections would be asked to talk of nothing else on the stump, a fate the president has suffered at all his recent public appearances. Back at the hotel, the Baltimore delegate did not agree: "Democrats are not being ambushed. They are carrying on with business. It's not hard to get the message out because we're the only party with a message."

There was one mildly dissenting view: "I can't see Democrat voters moving away from an incumbent to let in, say, a Republican from Iowa. But a non-incumbent Democrat might have trouble trying to raise other issues." This from a bemused banker, at the hotel for a different conference.



Aug 6: Lewinsky testifies to grand jury



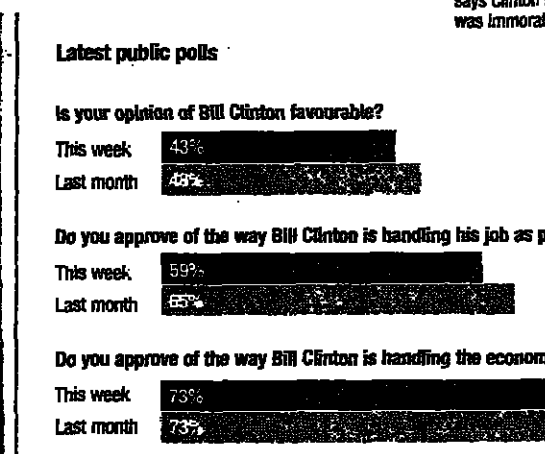
Aug 17: Clinton tells the nation in a televised speech that he had an inappropriate relationship with Lewinsky



Aug 3: Key Democrat Senator Joseph Lieberman says Clinton's behaviour was immoral



Sep 8: The Starr report arrives at Congress



Source: CBS News Poll



## Impeachment: just start of a painful process

By Richard Wolfe in Washington

If it were to happen, impeachment would be just the start - not the end - of the painful process of charging the US president or other officials with what the constitution calls "Treason, Bribery or other high Crimes and Misdemeanors".

Impeachment is merely a charge or indictment, which must begin in the lower House of Representatives with a simple majority vote.

The actual trial of the accused would be conducted in the upper

branch of Congress, the Senate.

The chief justice of the US would preside over the trial of a president, followed by a debate among senators in closed session. A two-thirds majority of senators present would be needed for a conviction.

Punishment would take a single form: the removal from office. Its primary purpose is to protect the public office from corruption and falling into disrepute. However, criminal charges could follow in the traditional courts.

The process of impeachment would start

with the House voting for a resolution ordering the judiciary committee to investigate the charges. That initial step began yesterday with a resolution in the House to direct the judiciary committee "to undertake an inquiry into whether grounds exist to impeach William Jefferson Clinton, the President of the United States".

For the Founding Fathers, impeachment was intended to be a complex constitutional process - not a means of waging political war. The exception was the Republican-led impeachment of President Andrew

Johnson in 1868. President Johnson, a southerner, was accused - among other things - of speaking disrespectfully of Congress in a loud voice.

The trial, based on 11 articles of impeachment, lasted for three months and centred on the sacking of Edwin Stanton, war secretary. The Senate voted to convict the president, but missed the two-thirds margin by one vote.

In 1974, the Watergate scandal led to a very different impeachment process. The House judiciary committee voted in favour of resolutions charging that

President Richard Nixon had helped to cover up the Watergate break-in. But he resigned before the House voted on impeachment, after releasing a transcript of taped conversations revealing his own role in the cover-up.

His departure from office came only after Republicans went to the White House to say they could no longer support his presidency.

He was never tried for his involvement in the Watergate burglary and cover-up, because he was pardoned of all crimes by his successor, President Gerald Ford.

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## Microsoft counter-attack pulls in entire computer industry

The group appears to be seeking evidence of conspiracies by rivals to undermine its market position, writes Louise Kehoe

Microsoft's antitrust battles are threatening to engulf the entire US computer industry as new allegations and counter charges involving several of the industry's largest companies are dragged into the case.

Less than two weeks before the scheduled start of the landmark antitrust trial against Microsoft by the US Justice Department and 30 state attorneys-general, the complex relationships between the software giant's rivals and partners are coming under increased scrutiny.

Microsoft has issued subpoenas to Apple Computer, International Business Machines, Intel, Netscape Communications, Novell, Oracle and Sun Microsystems demanding information about their "efforts to collaborate in competition with Microsoft". The companies have been "doing everything Microsoft is doing, and possibly more," Microsoft said.

Intel is already facing antitrust charges brought by the Federal Trade Commission. Microsoft's subpoenas appear to be an attempt to seek evidence of conspiracies by rivals to undermine its market position. In effect, the company is saying that, if it is charged with antitrust violations, then several other companies should also face charges.

Microsoft said it had issued the subpoenas in response to "new and groundless allegations" introduced by the Justice Department last week. In a move to bolster their case against the software group, prosecutors added charges that the company had used its monopoly power to pressure Intel, Apple and others to drop multimedia software

in which it operates. Relationships among software and computer companies are often complex. The industry has coined the term "co-opetition" to describe how companies frequently compete vigorously in one market segment, only to co-operate in another.

Just this week, for example, Microsoft and Sun Microsystems are facing each other in a California courtroom in a dispute over Java, a software development technology. Yet on Wednesday Sun announced moves to make its computers run on applications designed for Microsoft's Windows operating system.

If Microsoft's rivals are to come under scrutiny, so too may its partners. Intel, the company's closest partner, has been the "handleader" of efforts to unify Unix, a widely used computer operating system, according to Larry Ellison, chairman of Oracle and an outspoken critic of Microsoft.

Intel acknowledged it had been "actively involved", but said it had not been a "leader".

Mr Ellison also charged this week that Microsoft had attempted to undermine another industry initiative, led by Oracle, to create standards for "network computers" (NC) - low-cost computers that could be linked to the Internet. The NC was



Gates on the offensive

presented as an alternative to personal computers running Microsoft software.

Mr Ellison alleged that Bill Gates, Microsoft chairman and chief executive, had pressured Digital Equipment to drop plans to build NCs. Digital, since acquired by Compaq Computer, is a strong supporter of Microsoft's efforts to move into large computer systems software. Yesterday Compaq declined to comment.

Amid the charges and counter charges, the prospects of the Microsoft antitrust trial getting under way as planned on September 23 appear to be diminishing.

A hearing on whether new evidence will be allowed to be introduced into the case is scheduled for next week. That hearing could determine whether Microsoft, or the entire computer and software industry, is on trial.

## US trade hit hard by Asian crisis

By Adrian Michaels in Washington

The current account deficit, the broadest measure of US trade performance, leapt 21 per cent during the second quarter as the Asian economic crisis continued to hit exports, the Commerce Department said yesterday.

The deficit deteriorated to a record \$56.5bn in the period from April to June after a deficit of \$46.7bn in the first quarter. Most of the increase came from the merchandise trade deficit which rose to \$64.8bn from \$55.7bn.

The increase means the current account deficit for this year could top \$200bn, which would be the worst figure since records began after the second world war.

The trade surplus in services improved slightly but was more than offset by a deficit in investment income.

Ed McKelvey, at Goldman Sachs in New York, said the current account figures were largely in line with expectations. The rise was not all down to Asia, he said. Some had come from a drop in exports to Europe and also from the strength of the US economy.

The Labour Department announced that initial unemployment claims rose 8,000 to 312,000 last week, mostly because of the strike at Northwest Airlines. This was the highest figure since mid-July.



سكرا من الراحل

MONETARY POLICY INTEREST RATES ON HOLD BUT MAY BE CUT IF INTERNATIONAL CONDITIONS WORSEN

## Central bank issues rare 'risk' warning

By Richard Adams and David Wighton

The Bank of England, the UK central bank, yesterday said it was ready to cut interest rates if the international economic situation worsened.

After voting to keep official interest rates unchanged at 7.50 per cent, the Bank's monetary policy committee took the unprecedented step of stating that it had discussed "the potential impact of recent international and domestic economic developments" on the UK.

"Although the committee judges that the current level of interest rates is necessary to meet the inflation target, it recognises that deterioration in the international economy could increase the risks of inflation falling below the target. The committee will continue to monitor these risks," the Bank said.

The statement was the first time the committee had commented following a "no change" decision in its 16-month history. The committee is mandated by the government to aim to keep underlying inflation at an

### Trade union body revises growth forecasts downwards

The Trades Union Congress has revised down its forecasts for the UK economy in 1999 as a result of the worsening global economic slowdown, it announced yesterday. The TUC now expects a UK annual growth rate of 1.25 per cent next year, down from 1.50 per cent in its summer projection. It also believes registered

unemployment will increase by 230,000 by the end of 1999, compared with the 200,000 increase it expected in the summer. It also warned the pound would continue to look "vulnerable outside the stability of European monetary union, caught between the dollar and the euro". The organisation also believes the slowdown in world trade will put pressure on UK

exports. But it says an "outright recession" can still be avoided in the UK if the government's economic policy can ensure stability over the coming year. It also calls for a cut in interest rates, a managed exchange rate policy with a commitment to a DM2.50 target rate for entry of the pound into Euro and a "regionally-targeted public investment programme".

cent by the end of this year. Sterling sank by two pence against the D-Mark during the day to DM2.845, the pound's weakest level against the German currency since last October.

The Confederation of British Industry, the employers' group, said the depressed outlook for the UK economy meant a cut was urgently needed.

The CBI's distributive trades survey for August found that 34 per cent of retailers reported a fall in annual sales growth, while only 32 per cent said sales had increased. "The latest evidence on inflation has generally supported the view that the upward risk to the inflation target is subsiding, whereas the downward risk to growth is becoming more serious," said Kate Barker, the CBI's chief economist.

"Our concern is that busi-

ness will have to continue to endure the slow torture caused by the combination of high interest rates, a strong pound and economic turmoil abroad," said Ian Peters, deputy director of the British Chambers of Commerce.

The Bank of England's statement followed an unusually candid remark by Tony Blair, the prime minister.

He said in a television interview on Wednesday night: "If we get over this interest rate peak - as I hope we may be - and the pound is already coming down gently in the way it should... then we have the best chance of long-term stability for the future."

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## Euro poll may open old wounds for leader of opposition

Disagreements have dogged Conservatives since UK entry to the 'Common Market', says Deborah Hargreaves

William Hague, leader of Britain's opposition Conservative party, runs the risk of reopening old wounds with his decision this week to ballot members on the European single currency.

Disputes about UK membership of the European Union have dogged the party since Edward Heath, the former Conservative prime minister, adopted membership of what was then the European Community, or Common Market, in 1972. Sir Edward, who has remained firmly pro-European, said Mr Hague's latest move was "absolutely unjustified". He added: "The rest of the country and Europe will just regard it as a 'smart-alec' attempt by Mr Hague to get his own way without proper discussion within the party."

Mr Hague said on Monday he would bring forward a planned poll for party members on the euro and the announcement the result on the eve of the party's annual conference on October 6.

He hopes that endorsement of the party stance against the single currency will discourage the embarrassing disputes over Europe that have dominated the party's conferences in previous years.

But Mr Hague has been warned by Chris Patten, the last governor of Hong Kong and former party chairman,



Flashback: Conservative prime minister Edward Heath hoped to end bickering when he signed Britain's acceptance of European Community membership in 1972. But his party's long internal dispute about Britain's place in Europe had scarcely begun

that the poll will not heal Conservative divisions over the single currency.

Mr Patten said prominent pro-European Conservatives such as Kenneth Clarke and Michael Heseltine would speak out against the leadership's opposition to the euro. Mr Clarke, who was chancellor of the exchequer in the former Conservative government led by John Major, was defeated by Mr Hague in the leadership election caused by the resignation of Mr Major last year. Mr Heseltine was Mr Major's deputy.

Mr Hague has ruled out Britain joining the single currency for 10 years.

Mr Clarke wants the party to keep an open mind; he has said his views are well known and he will not be changing his mind.

"The vote will go William's way, but I don't think the debate is over," Mr Patten said. "I would much prefer us to have tried to find an honourable compromise which would have put off any final decision and let the

party fight, if it came to that, on different sides of a referendum."

Tony Blair's Labour government, which ousted Mr Major's administration in the national elections of May 1997, has pledged to hold a referendum on Britain's membership of the single

### The question to be asked of party members in the ballot

The party leader and the shadow cabinet have agreed that the Conservative party will oppose British membership of the single currency at the next election as part of our manifesto for the next parliament. Do you endorse the policy of the party leader and the shadow cabinet?

currency in the next parliamentary term.

Baroness Thatcher, the former Conservative prime minister, was deposed in 1990 partly because of her strident anti-European views, has thrown her weight behind the Mr Hague's decision to ballot party members. She believes it should go further and pledge never to give up sterling.

Lady Thatcher is still

influential among right-wingers who would prefer to see Mr Hague taking a stronger line and the poll threatens to reopen the deep rift within the party that virtually tore it apart in Mr Major's final years in office.

Mr Major, who has backed Mr Hague's decision to call

who are equally vociferous.

Mr Hague has said he would not expel party members who oppose his stance on the euro, but they would be "increasingly on their own".

He added: "The best way for the Conservative party to set about winning the next election is to sort out this problem that has dogged us for years, to confront it, to deal with it and to move on."

His words echo Mr Major's plea to the party in July 1995 after he called a leadership vote - a staggering move for the governing party in mid-term.

Mr Major won. But instead of uniting the party, the acrimonious campaign served only to deepen its divisions. His rival in that election was John Redwood, who resigned from his government to oppose him for the leadership.

Mr Redwood is now the party's chief industry spokesman and plays a big role in reminding Mr Hague of the strength of anti-euro sentiment in the party.

more realistic. The computer system ran into difficulties but this was not unusual.

Mr Horne said the Nats managers' optimism appeared to have stemmed from the decision by the US Federal Aviation Administration to adopt a similar control system.

But the US abandoned the system, which was, Mr Horne said, far more complex than that proposed for Swannick.

Communication between Nats executives and project managers from both Nats and Lockheed Martin, the US company responsible for the computer system, had been poor, Mr Horne said.

"That's not an unusual problem and it's now been vigorously overcome."

had concluded that it was. "It will work. There's no doubt in my mind," he said.

Mr Horne said the biggest problem had been that Nats managers had assumed in 1990 that they could complete the centre in six years when 12 would have been

## NY move signals change in Foreign Office

By David Wighton, Political Correspondent

The government is to invite applicants from the private sector for the post of director of trade promotion in New York as part of the Foreign Office's modernisation programme.

Derek Fatchett, a Foreign Office minister, said the government wanted to widen the field for what was a very important job. "It may well be that a civil servant turns out to be the best person for the job but this is an important way of invigorating the Foreign Office," he said.

Mr Fatchett announced the move after publishing the recommendations of the 2000, a group that advises the government on how to improve the image of the UK. The panel proposes using the experience gained from the successful New Images campaign in Australia by launching co-ordinated campaigns in Germany, Brazil, Poland, China, South Africa and a region of the US.

Mr Fatchett said polling evidence suggested that the Australian campaign achieved a significant change in Britain's image, which had been of an old-fashioned country incapable of change.

The recommendations include making greater use of embassies and residences as "showcases" for modern Britain and setting up an award scheme for those representing the best of British overseas.

The plans also call for the development of "one stop shops" in many countries bringing together Foreign Office staff with tourism promotion and bodies such as the British Council. "We should also look at the possibility of including private companies," they say.

In Britain, the panel stresses the importance of improving "presentation" at Heathrow and Gatwick airports. Mr Fatchett conceded the government had only "limited control" over the airports, which are run by BAA. But he said the first impressions created were "incredibly important". It was vital "to make sure that there is a degree of warmth about the welcome they receive", he said.

Following the criticism of the idea that the panel would be promoting "Cool Britannia", its report is deliberately low-key and includes no reference to pop music. Mr Fatchett insisted that the omission was not deliberate and the government recognised the importance of popular music in terms of Britain's image and overseas trade.

AVIATION INVESTIGATOR SAYS ADVANCED CONTROL SYSTEM NEEDED 12 YEARS TO DEVELOP

## Adviser hits at air traffic centre timetable

By Michael Skipinker, Aerospace Correspondent

The consultant engaged by the air traffic control service to report on computer problems at its new centre says the project suffered from an over-ambitious timetable and poor communication between managers and technical experts.

But Nigel Horne, chairman of Alcatel UK, says the £338m (£569m) centre at Swanwick in southern England is technically viable and most of its problems have been resolved.

The control centre, seen as the world's most advanced, was to open in 1996 but will not begin operating before 2000 at the earliest. The National Air Traffic Services

### Loss of duty-free may push up charges, says airport

Birmingham Airport, the UK's fourth biggest, will today warn charges might have to be raised to cover the loss of duty-free sales. They accounted for half last year's profits, writes Juliette Jowitt in Birmingham. Brian Summers, managing director, said price pressure

from low-cost carriers is also hitting airports, which are also struggling with growing European Union regulation and the strong pound. The airport's results for the year to March 31 show turnover increased 7 per cent to £77.7m (£128m) on the back of an 11.5 per cent increase in passengers. Pre-tax

profits were flat at £20.3m after an exceptional cost of £24m towards the airport's £260m development. The airport, which receives a cut of the profit margin on duty-free sales, expects to lose 70 per cent of this revenue when sales for other EU countries are abolished as expected next year.

(Nats) was severely criticised by the House of Commons transport committee this year for its management of Swanwick.

The government, which seeks to privatise Nats, ordered its own inquiry in June, to be conducted by the

Defence Evaluation and Research Agency.

Mr Horne, a former senior executive at GEC and computer company ICL, was asked by Nats in January to report on whether the Swanwick system was viable. He said in an interview that he

decide to act for the Brunel Investment Agency on Project Gemma - an investigation into the troubled sultan's finances.

Prince Jefri is seeking an injunction to stop KPMG acting for the BIA - which he headed until he was removed last year - on the grounds that the firm has intimate knowledge of his personal financial affairs which might leak.

Mr Malek said KPMG had

a long relationship with the BIA, which was known to Prince Jefri, and audited "certain assets" in 1995, 1996 and 1997.

When the BIA wanted a firm to act in Project Gemma it had turned to KPMG. "This is not a case where this work could be done as well by any set of accountants," said Mr Malek. He added that the BIA "expected and required" KPMG to respect the confidentiality of

Prince Jefri's personal affairs.

Mr Malek said it was "hypothetical" whether the BIA investigation would target Prince Jefri or eventually lead to criminal issues being uncovered. He said there was no evidence to support such suggestions.

The court heard that Allen & Overy, the law firm, faced a similar situation to KPMG and had withdrawn from working for the BIA.

Mr Malek said solicitors could not be compared to accountants as the confidential information they held was very specific and there was only a small "overlap" between cases.

He said that as soon as KPMG began acting for Prince Jefri in the Manoukian case, codenamed Project Lucy, the accountants had erected Chinese walls.

"The people working on Project Lucy knew this was

a very special client. The information was bottled up."

Documents, both hard copies and electronic, were protected.

Mr Malek said KPMG was not working for both clients at the same time and that the firm had already given an undertaking in court that information would not leak.

Mr Gordon Pollock, a lawyer for Prince Jefri, said that documents had been locked up in lawyers' offices, as had

three CD-Roms and a laptop computer. There was thus "an enormous hole in the Chinese wall" within the firm as KPMG had not acted quickly enough to secure data.

He said that for more than a month after KPMG accepted the assignment with the BIA Project Lucy documents had been available to all members of the firm on the internal computer system. Furthermore

KPMG had not obtained a specific waiver from the BIA over the overlap with Project Lucy until after the case had begun in London last week. He said the BIA was targeting Prince Jefri and did not want KPMG "forewarning" him of the investigation.

He added that the waiver obtained from the BIA referred to Prince Jefri's personal affairs and not his role as former head of the BIA.

## NEWS DIGEST

### INWARD INVESTMENT

## Siemens may not repay grants for failed plant

Tony Blair, the prime minister, came under renewed attack over the failure of high profile inward investment projects after Siemens indicated it may not repay all £50m (£82.5m) of the government grants it received for the semiconductor plant it is closing. Lew Avis, personnel director of the plant in north-east England, was quoted as saying that the subsidies would be repaid only where they were "recoverable".

Siemens originally said it would "in principle repay all the grant". But in a TV interview on Wednesday Mr Blair was asked whether companies such as Siemens should pay back grants. "Not unless we want to start saying to foreign investors 'We are going to give you a different deal from the deal you can get in other countries.' Don't think that other countries aren't desperate to attract people."

Siemens said it would wait to see which grants the government deemed repayable. It said this might not cover grants such as training subsidies for which the benefit was not lost if the plant closed.

John Redwood, the chief industry spokesman for the opposition Conservative party, criticised Mr Blair for not adopting a tougher position. "Since they offered to pay it all back Mr Blair should thank Siemens and ask for the cheque," he said. David Wighton, London

### ELECTRONICS

## Lite-On winds down plant

Lite-On Technology, a Taiwanese electronics company, announced yesterday that production will cease this month at its Mossend factory in central Scotland. The computer monitor manufacturer had already cut more than 200 jobs in May. The factory, for which there were once hopes for 1,000 jobs, opened 18 months ago. The workforce will soon be reduced to 10. The company blamed the acutely depressed state of the global monitor manufacturing industry.

Lite-On told Locate in Scotland, the inward investment agency, that it would maintain the plant in the hope of building up employment when market conditions improve. Gus Macdonald, Scottish industry minister in the UK government, said Lite-On's monitor operations were losing \$1m a month and it was closing production lines in other parts of the world. Brian Groom, London

### UNIT TRUSTS

## \$226m 'locked' in Malaysia

Imro, the fund management watchdog, revealed yesterday that UK unit trusts had £137m (£225m) invested in Malaysia when exchange controls were announced effectively locking in their money for a year. The figure was revealed following a meeting between the regulator and fund managers and trustees most affected by last week's move by the Malaysian government. Twenty-seven of the 177 UK unit trusts with an exposure to Malaysia are causing most concern. These funds, which have more than 5 per cent of their total invested in the country, have total assets of £700m and about 96,000 investors. The Malaysian government restricted foreigners selling shares from repatriating profits for a year. The move has hit open-ended funds, such as unit trusts or mutual funds, as they have to sell parts of their portfolios to meet redemptions by investors.

Four funds have suspended dealings in the past week because they hold about 20 per cent of their total £44m in Malaysian assets. Representatives from the companies running these funds - Fidelity International, HSBC and Jardine Fleming - were understood to have attended yesterday's meeting. The chief purpose of yesterday's meeting was to try to agree a way of valuing the investments even though they cannot be traded. Jane Martinson, London

### CHANNEL TUNNEL RAIL LINK

## \$4bn bond issue proposed

The government yesterday put forward proposals for the issue of £2.65bn (\$4.37bn) worth of guaranteed bonds to finance the rail link to the Channel tunnel between England and France, but ran into objections from some City institutions. The unusual nature of the issue, which would not be a conventional gilt issue nor a standard corporate Euro-bond was causing problems for some potential market-makers and investors. Schroders, the merchant bank advising the government on the link, unveiled plans for a two or three stage bond issue in meetings with bankers specialising in gilt-edged issues and with investors. The issue of government-guaranteed funding on this scale has no recent parallels and has excited considerable interest on the part of City institutions.

The government offered a guarantee for a total of £3.8bn of funding in June as part of a package intended to revive the project after the original financing proposals collapsed. The 110km rail link will be built in two stages between the Channel tunnel entrance and London St Pancras and will cut 35 minutes from journey times between England and France. Charles Batchelor, London

### STATE HEALTH SERVICE

## No price set for Viagra

The state health service has yet to agree how much it will pay for Viagra - or whether family doctors will be allowed to prescribe it - even though the male impotency pill is likely to be approved by European regulators next week. Pfizer, the US pharmaceuticals company that developed the sought-after drug, has proposed a price of £4.84 (£7.98) per 50mg tablet. It said this was in line with the US wholesale price. That has not yet been accepted by the UK Department of Health.

"We haven't fixed a price yet: that's still in discussions," said the department. "Viagra has the potential to be a great burden on the National Health Service." Pfizer yesterday rejected those claims. "A realistic estimate would suggest that the cost of treatment could reach around £50m after five years," said Ken Moran, chairman and managing director of Pfizer UK. Reports that Viagra could ratchet up an annual National Health Service bill of £1bn - compared with a total NHS drugs bill of £4.5bn - were "ludicrous". David Pilling, London

## KPMG 'bottled up' personal data on sultan's brother, court hears

By Jim Kelly in London

Accountants KPMG "bottled up" information about the private financial affairs of Prince Jefri, the disaffected younger brother of the Sultan of Brunei, and as a result there was no real risk it could ever leak, the High Court in London heard yesterday.

Mr Ali Malek, a lawyer for the firm, said that "Chinese walls" meant KPMG could

decide to act for the Brunel Investment Agency on Project Gemma - an investigation into the troubled sultan's finances.

Prince Jefri is seeking an injunction to stop KPMG acting for the BIA - which he headed until he was removed last year - on the grounds that the firm has intimate knowledge of his personal financial affairs which might leak.

Mr Malek said KPMG had

a long relationship with the BIA, which was known to Prince Jefri, and audited "certain assets" in 1995, 1996 and 1997.

When the BIA wanted a firm to act in Project Gemma it had turned to KPMG. "This is not a case where this work could be done as well by any set of accountants," said Mr Malek. He added that the BIA "expected and required" KPMG to respect the confidentiality of

Prince Jefri's personal affairs.

Mr Malek said it was "hypothetical" whether the BIA investigation would target Prince Jefri or eventually lead to criminal issues being uncovered. He said there was no evidence to support such suggestions.

The court heard that Allen & Overy, the law firm, faced a similar situation to KPMG and had withdrawn from working for the BIA.

Mr Malek said solicitors could not be compared to accountants as the confidential information they held was very specific and there was only a small "overlap" between cases.

He said that as soon as KPMG began acting for Prince Jefri in the Manoukian case, codenamed Project Lucy, the accountants had erected Chinese walls.

"The people working on Project Lucy knew this was

a very special client. The information was bottled up."

Documents, both hard copies and electronic, were protected.

Mr Malek said KPMG was not working for both clients at the same time and that the firm had already given an undertaking in court that information would not leak.

Mr Gordon Pollock, a lawyer for Prince Jefri, said that documents had been locked up in lawyers' offices, as had

three CD-Roms and a laptop computer. There was thus "an enormous hole in the Chinese wall" within the firm as KPMG had not acted quickly enough to secure data.

He said that for more than a month after KPMG accepted the assignment with the BIA Project Lucy documents had been available to all members of the firm on the internal computer system. Furthermore

KPMG had not obtained a specific waiver from the BIA over the overlap with Project Lucy until after the case had begun in London last week. He said the BIA was targeting Prince Jefri and did not want KPMG "forewarning" him of the investigation.

He added that the waiver obtained from the BIA referred to Prince Jefri's personal affairs and not his role as former head of the BIA.



## TECHNOLOGY &amp; MANAGEMENT

BUSINESS LUNCH NICK HODGES, LONDON INTERNATIONAL GROUP

## A round peg in a round hole

Condoms have come out of the closet. Go to a dinner and everyone wants to talk about them, the smiling LIG chief tells **Lucy Kellaway**

In the Daily Telegraph last week there was a letter remarking on the craze for photographing company chiefs alongside their products. What a pity, the reader wrote, that we never see the boss of London International Group (manufacturer of Durex) striking intimate poses with his product.

The very next day I had lunch with Nick Hodges, chief executive of LIG, and I drew his attention to this vulgar little letter. "Oh I've done that," he said in an off-hand sort of way.

When I got back to the office I checked his picture file and, sure enough, there were countless pictures of this same exceedingly fat man, standing by giant inflated condoms and of him and fellow board members drowning in packets of Durex Avanti, Fether-lite, Ramses Extra.

There were even pictures of him wearing LIG's second most famous product - Marigold rubber gloves.

In preparation for our lunch I had discovered that there are two things that make Mr Hodges happy - apart from promoting Durex and rubber gloves - good food and wine.

I had also discovered that he hates lateness.

The occasion started well. On the stroke of one we were both installed at our table at the Savoy River Room in London. He found oysters on the menu to eat, and a bottle of *grand cru* Chablis to drink.

He smiled constantly. Maybe he was very happy that day. Or maybe it was just a mannerism. Hard to say.

"I was an optician by training," he said apropos of nothing. The problem with being an optician was that it didn't involve selling, and there were no perks. "All my friends had fast cars, whereas opticians seemed to live in the dark."

So he dropped the idea of being an optician and went to work at Crosse & Blackwell where he could sell Branston Pickle and

drive a company car at the same time.

"I was very good at maths, especially mental arithmetic. That was why I went into being an optician. It's basically a mathematics degree."

The wine was brought and a small amount poured into his glass. He looked at it. Sniffed it. Moved it about in his glass. Took a mouthful. Swished it about a bit in his mouth, and finally nodded. It was OK.

So, I said, what is 13 times 13? He roared with laughter and changed the subject.

He told me how he usually has a quick bite in the office canteen when he is in London but how 70 per cent of his time is spent travelling.

"Travel gets easier and easier. It's easier to get to Singapore than to get to Edinburgh."

There is nothing that he loves more than turning up in a strange place half way across the

**'I was an optician by training.**

**The problem with being an optician was that it didn't involve selling, and there were no perks'**

world and selling them gloves and condoms, talking joint ventures and inspecting companies he might like to buy.

"We have scanned every condom company around the world and marked them down from the must-haves to the dogs."

Are there a lot of dog condom companies, I asked.

"There are unfortunately," he replied, shaking his head.

"We are - as you know - des-

perately trying to bring new products to market," he went on. "We have a number of new innovations. Not just colours or ribs. We've got Avanti, the non-latex condom. We've also got a donning device."

A what, I asked, and then regretted it.

"The donning device which automatically helps the male or female place it in position." He slipped an oyster into his mouth.

The problem, he explained, was that LIG needs new users. "If condoms are seen as an embarrassment to the act, they are going to be second best. I always say to my marketing managers that what they've got to develop is a product that people will be convinced is even more exciting with a condom than not having anything at all."

Isn't that asking the impossible?

He wrinkled his nose. "Yes," he said reluctantly, but continued to smile.

Several waiters crowded round swiping silver domes off plates. Mr Hodges stared at a large piece of meat. "I ordered liver," he said putting his hand on his substantial hip.

I too had been given the wrong thing. "This is turning into a nightmare!" For I minute I wondered if he was going to get cross, but he just laughed.

"So where were we?" he asked when we had been given the right dishes.

We were - of course - talking about condoms. How they were better than barbaric sterilisations, about how how Aids had - after a brief flurry of interest - done practically nothing to boost demand.

"Youngsters don't think they are going to get it," he said, shaking his head.

"Condoms have come out of the closet a great deal," he went on. "It used to be more of an after dinner conversation for men. Now you go out to dinner and everyone wants to talk about condoms."

Doesn't he ever want to talk about something else?

"I never get bored with talking about the job. I get bored with hearing the same jokes."



Two things make Mr Hodges happy; apart from promoting Durex and rubber gloves: good food and wine

Jason Orton

He refused any more wine - he had actually eaten and drunk very little for a man of his girth, and his enthusiasm.

"I try not to drink at lunch and have two days a week when I don't drink at all," he explained. He then tells me that he is fit and that he has a swimming pool at his home in Buckinghamshire which he uses on most days.

"I can still race anyone down the airport concourse," he insisted.

Mr Hodges is an odd mixture of humble and arrogant. On one hand he tells me how shameful it is that he speaks no foreign language, and how he would have benefited from going to business school.

Yet on the other he is in no doubt that he is perfectly qualified for the job in hand.

"Good leaders are born. It's in

their make up," he said. He describes how he became chief executive by accident five years ago at the age of 53, at a time when he had given up hope of rising beyond his position as a divisional director, but how he finds himself a round peg in a round hole.

"The job suited me ideally. It was what I should have had at 40. I've been most successful at this - though I was a pretty good salesman too."

What does it take?

"You've got to be determined. Set yourself a goal and not allow yourself to be thrown off course. Which means being ruthless!"

Again he screwed up his face.

"Yes. You are going to be surrounded by people who aspire to your job."

The chief difficulty in running a company is in sorting out the

sheep from the goats. There is a temptation to treat and pay people equally which he regards as being quite wrong. "There are a small number of people who deliver. A large number in the middle and a small number who don't deliver."

He has no hesitation in firing the dogs. Indeed, he subscribes to the view - popular among those who do a lot of firing - that in getting rid of them he is doing them a favour.

"It's better for them to change careers than to sit in a job they have been underperforming in."

"I have a fairly rigorous appraisal system and I like to surround myself with people who are winners - in all senses of the word," he said.

For the time being these winners aspire to his job in vain. Mr Hodges is enjoying himself far

too much to retire when he reaches 60 next year, and says he may go on for another four years yet.

"I've got a good life," he says, and proceeds to tell me that in his moments off he and his wife go to their second house near the French Alps where there are further tempting restaurants to sample.

"We go out to dinner, sit on the balcony."

Does he read, I ask.

"I do read," he says doubtfully, and then says that he really likes to read the newspapers and then snooze on the balcony. Oh, and to watch rugby on the television.

He reached for the bill, but I said I was paying. "Very kind. Thank you very much. I must tell you that this is extremely unusual," he said shaking his head.

DAVID BOWEN  
WEB SITE INSPECTION

## Boeing's leading edge

There may be a truce in the air but on the web Boeing has outflown rival Airbus with a better performance all round

Boeing and Airbus may have declared a truce in their fight for market share, but any visitor to the UK's Farnborough Air Show this week can see that the rivalry is as fierce as ever. The web is another battleground - but not, I feel, a crucial one.

The problem is that it is difficult to see just who the websites are for.

Companies intimately involved will be - should be? - plugged into intranets or extranets, and potential buyers of a 737 or an A330 are unlikely to use the site as a brochure.

Most visitors to the site are, I would guess, the general public or journalists, although Boeing has an extra constituency in its investors. Whatever, the US site is superior all round. Airbus's has good features, including useful summary sections and a good history bit, but many weaknesses.

The strangest, common to many Continental sites, is the lack of languages other than English: it is as though the companies are proving their internationalism by abjuring the use of French, German or whatever.

The home page is uninteresting, and where there should be a search engine or some other navigational guide, we find a rather jerky tickertape message about the Air Show.

The press section is adequate, but does not include print-quality downloadable photos.

Add to this reams of turgid speeches and one area that declares "The June 1997 issue [of a magazine] is now available", and we find a site that needs serious attention.

Boeing's is a monster site: commercial aircraft take up only a fraction of it. It has a good newsy home page ("Flying Free Willy Kelko home on a C17 Globemaster", topical videos and a link to a Farnborough section) and good navigation.

Dropdown menus are a

blessing on a huge site like this, though they only operate within each section (You can't get anywhere on the site from anywhere else). Journalists can register and get access to *Boeingmedia.com* which has more information - and pictures - than anyone could possibly want. The investors' section is adequate, though unadventurous.

Overall, Boeing's site builds the brand better and is more useful. Airbus needs to work out who the site is aimed at - journalists seem the most obvious constituency - and concentrate on serving them better.

*Airbus www.airbus.com*  
Overall \*\*\*  
Design \*\*\*  
Navigation \*\*\*  
*Boeing www.boeing.com*  
Overall \*\*\*\*  
Design \*\*\*\*  
Navigation \*\*\*\*

The builders of the Trades Union Congress web site in the UK sound pleased with

themselves. They were early on the Web, they explain, and the 1996 Congress was one of the first Net Events. Moreover, the current site features a "virtual building" where TUC staff can publish documents without any training.

They then make a strange admission: "This approach probably has some disadvantages for the user. The real advantage is the ease of use by those publishing the information."

Oh dear - this is easy fodder for those eager to denigrate the union movement. It's official: this site is built on that good Seventies principle: "The heck with the customers, as long as the workers are happy."

This site has masses of information, and dedicated union-followers wanting to track every speech and composite motion during next week's Congress will be able to do so without leaving home. But boy, will they get frustrated!

The home page, in dirty purple, has three separate

navigation elements, which is a confusing start. One of them is the virtual building, which should be easy to get around because it follows a well-understood metaphor. Well, it isn't.

Why within the floors are some bits called corridors, and why is the "basement archive" sometimes, but not always, near the roof?

The democratic (ie. self-built) nature of the construction is evident in its quality, or rather lack of it. Vast amounts of turgid documentation, no attempt at clear summaries, text not lined up, great gaps in the middle of lines. Usable if you are really determined - bewildering for everyone else.

The concept of having a web site that can be updated by everyone in an organisation is admirable, democratic and cheap. But that is no excuse for producing a site that is ugly, difficult to navigate and as user-friendly as a camel.

*www.tuc.org.uk*  
Overall \*\*  
Design \*  
Navigation \*\*

A useful site for anglophones trying to track the turmoil in the Japanese markets. IBJ Securities has gathered a mass of information internally, and has also provided links to English-language sites that range from the Ministry of Finance to the Japan Times (latest Sumo results if you need to escape the gloom).

There is much to criticise in the site. Horrible colours, clumsy navigation, a deeply tedious company information section. But for gathering all this useful information, and providing a brief summary of what we will find on them, IBJ should be thanked.

*IBJ Securities www.ibj.jp*  
Overall \*\*\*\*  
Design \*\*  
Navigation \*\*  
David Bowen is editor of Net Profit newsletter ([www.net-profit.co.uk](mailto:www.net-profit.co.uk); e-mail [info@net-profit.co.uk](mailto:info@net-profit.co.uk))

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ROGER BEAVE

John, in LIT



THE ARTS

# Meltdown mania is too high a price to pay

Colin Southgate's drastic short-term measures at Covent Garden mean the drama will run and run, argues **Andrew Clark**

What if they gave a party and nobody came? In the light of Sir Colin Southgate's announcement on Wednesday, in effect dissolving the Royal Opera for at least the next year, the re-opening of Covent Garden in December 1999 may be more of a wake than a celebration. For the price of a splendid pile of bricks and mortar, the Royal Opera House has lost a company. An opera company means musicians and their audiences; it means a tradition built over 50 years, it means palpable spirit, of the kind that triumphed in *Don Carlos* last month at Edinburgh. That is what is being sacrificed in Covent Garden's meltdown mania.

One of the most revealing parts of Wednesday's announcement was the eagerness with which the board sought to pin the blame for the continuing

mess on its predecessors - even though several members of the previous board, including Vivien Duffield, retain their positions at the Opera House. The losers are not just the artists and their public, but the taxpayer, who has ended up paying people not to perform. In common with all other policy moves concerning the redevelopment, the decision to suspend operations has been taken too late and in desperation. But given the continuing crisis in public confidence and a hopeless balance sheet, it is difficult to see what else the board could do.

Meltdown is part of a public act of penance, of self-denial, in order to demonstrate to politicians and tabloid opinion-formers that the Royal Opera House has made up its mind to start afresh. Chris Smith, the cul-

ture secretary, has made vague pledges of increased subsidy if Covent Garden puts its house in order. Yes, more money - for fewer performances. It seems incredible that, stopping performances in January the board will be able to make serious inroads on the deficit. Clearing the decks of personnel is the easy part. Depending on negotiations

from next year's plans. Chorus and backstage staff have no such consolation. In these circumstances, Bernard Haitink's position as music director looks untenable. It seems increasingly likely that a proportion of staff will be "bought off" with a package that promises marginally increased pay in the re-opened house, in return for concessions on working practices: part-time contracts (35 weeks instead of the current 52), no holiday pay, no television or radio fees, no overtime, more flexible rehearsal times. Some of this makes sense: with new

machinery backstage, the redeveloped theatre should be able to operate without a night crew, saving up to £1m a year. The biggest omission in Southgate's statement is its failure to address long-term concerns about the opera house's artistic identity and management structure. Unable to attract a general director who could take overall responsibility, the board has now come up with the idea of appointing an executive director to handle day-to-day administration, alongside an artistic director who will put on the shows. Who will be in charge? With the exception of the Netherlands Opera, which has no ballet troupe and no responsibility for running the Muziektheater, no leading opera company works on this principle - and even in Amsterdam, the relationship

between Pierre Audi and Truze Lodder depends on personal chemistry. When the Frankfurt Opera tried the experiment in the early 1990s, the company nearly foundered - and an administrator ended up in charge. What the Royal Opera House needs is someone who can give confidence to an organisation that has in effect been destroyed. You can't separate artistic and administrative responsibilities, because decisions can't be neatly separated into "artistic" and "non-artistic". Every artistic decision has administrative and financial implications, and vice versa. A point Mary Allen, the chief executive sacked by Covent Garden earlier this year, failed to understand. Dividing responsibilities gives the board an open invitation to interfere - as it did all too readily last year, with

disastrous consequences. The most mystifying part of Southgate's statement is its pledge to let the artistic and executive directors take responsibility "for setting up and managing the operative structure" for the new Royal Opera House. How can they have a free hand, if they inherit a set of agreements on working arrangements for the new house, to be rush-negotiated by October 267? These arrangements, made by the old team, will automatically tie the hands of the new.

A likely candidate for the post of executive director is Michael Kaiser of American Ballet Theatre. But it is hard to see how anyone, other than a cypher, will take on the job of artistic director, unless he or she has ultimate authority. The board's failure to attract a general director is an indictment of its current strategy, and the clearest indication that, far from drawing a curtain on its problems, the Royal Opera House is trapped in a drama which will run and run.

## The biggest omission in Southgate's statement is its failure to address long-term concerns about the opera house's artistic identity and management structure

despite all the politically correct talk of "audience development", London will have no opera of international standard for a year, possibly longer. Thereafter, Southgate says the number of performances will be reduced to two-thirds of previous levels. This is just one aspect of his statement which begs more questions than it answers. He provides no figures, for example, to show that by

over the next month, many will be retained on a proportion of existing salaries, so that the opera house has the manpower available for the re-opening. The Royal Ballet should remain reasonably intact, thanks to a tour of south-east Asia in April and a Sadler's Wells season next July. The orchestra will be reduced by 16 to about 80 musicians, and can salvage some foreign touring

over the next month, many will be retained on a proportion of existing salaries, so that the opera house has the manpower available for the re-opening. The Royal Ballet should remain reasonably intact, thanks to a tour of south-east Asia in April and a Sadler's Wells season next July. The orchestra will be reduced by 16 to about 80 musicians, and can salvage some foreign touring



Purest Racine: Barbara Jefford with Diana Rigg, whose vowels are as handsomely sculpted as her face

Alastair Muir

## Heroic power without courtly rigour

### THEATRE

#### ALASTAIR MACAULAY

Phèdre  
Albany Theatre, London WC2

In the new Almeida West End production of Racine's masterpiece *Phèdre*, the characters are wracked by massive emotion from first to last. Love and hate, loyalty and guilt, co-exist on the same pendulum. Every speech, every exit and entrance, is propelled by a helpless momentum. Each scene and each act become part of one large and fast whirlpool. The heroic power of Racine is vividly present, as are the formal elegance, the sonorous musicality, the controlled rhetoric. Ted Hughes's new version grasps the spirit of the original in a taut modern classicism. Everything falls on the eye and ear with splendour and passion. The pro-

duction, directed by Jonathan Kent, is nearly marvellous. Nearly, but not quite. Absent are the courtly rigour of Racine and the analytical incisiveness which he presents these characters' inner fires. In the greatest Racine productions, one is often exceptionally aware of stillness. About Diana Rigg, I have one simple problem: I never believe a word she says. Everything about her is, of course, impressive. The vowels are as handsomely sculpted as the face, the dark vocal tone seems to have been glaze-fired, the shoulders are as hard as boulders, everything is on a big scale. *Phèdre* is the latest in a rich line of tragic heroines (Euripides's *Medea*, Dryden's *Cleopatra*, Brecht's *Mother Courage*) she has played for Kent. But, even when seized by blackest emotion, she seems always conscious of the effect she is making. There is about her an element of

camp, of calculated veneer, which robs her of sincerity. She is too busy being a Great Actress to be a great actress. Nor has she any lot of vulnerability. As *Phèdre*, exemplifying the drive of the whole production, she is actually at her best: compelling, noble, urgent. In the penultimate act, she touches on a perfect note of bleak irony when she coolly views her dilemma: "I cannot hide even in Hell - My father, Minos, is the judge of the dead." Elsewhere, admittedly, her to-and-fro activity is relentless; even samesy. And her heroics, for all their power, remain external. An armour-clad performance. The finest performance is Barbara Jefford's as her maid Oenone. Burnished words pour from her as she stands immobile: purest Racine. Julian Glover's *Theseus*, a little muzzy in consonants and bluff in manner, has sincerity without style. Toby Step-

hens's Hippolyte, fearfully handsome and woefully unfocused, has style without sincerity. David Bradley does wonders with the hard role of *Thésémène*. Thanks largely to the new Hughes version, you hang on the play throughout. His verse seems as if forged from rhythmic fragments of Racine: iambs and anapaests surge through it. Racine's rhyme-endings are replaced often by striking alliteration elsewhere, and his imagery and severe wit are a strong match for the original. He makes, however, one mistake: *Medea* was by no means *Phèdre*'s sister. The actors make some other mistakes: the name "Theseus" should have two syllables and sound as if rhyming with "Indus"; "Phédrous", however, should certainly not sound as if it rhymed with "mouse"; Theseus thinks his son has assailed not his wife's "virginity" but her "fidelity".

Maria Björnson's elegantly gorgeous designs give us a triple-tiered experience: Racine's era, with its view of ancient Greece, as seen through modern eyes. Venus, the play's presiding goddess, is twice shown: on one wall, as Bronzino's nude voluptuary being erotically toyed with by her son Cupid, on another wall, as a Cretan statue, leaning forward over the action like a hawk. The brass fanfares of Jonathan Dove's music, and the rich textures of Mark Henderson's lighting both make superb contributions. Through the stage windows, we almost continually hear the sound of the beating sea; but, at one point, it is replaced by human cries. Inside the palace, *Phèdre* and Oenone hear these cries and are stopped in their tracks.

Sponsored by AT&T. Albany Theatre, London WC2.

### POP MANIC STREET PREACHERS

## Furies are alive and smarting

The Manic Street Preachers are a salutary antidote to the unthinking hedonism which occasionally threatens to dominate pop sensibility. Tinged by a personal tragedy - the disappearance of guitarist/lyricist Richey Edwards three years ago - and genetically predisposed to Celtic gloom-mongering, they have never been the easiest of bands to digest. The Manics' Welshness is pushed well forward in the mix of *This Is My Truth Tell Me Yours* (Epic). There is that challenging title for a start; a quote from Aneurin Bevan, hardly an iconic reference point for Britain's conspicuously unpolitical pop dandies. Then there is the R.S. Thomas extract on the sleeve beginning "The furies are at home in the mirror; it is their address". Ominous, or what? The furies, Welsh or otherwise, are alive and smarting on *This Is My Truth*. A lyrically bleak and almost painfully earnest work, only Mike Hedges' plump production values offer any compromise to the easy listener. The mood is set on the album's opener, "The Everlasting", a tender elegy full of melancholy chord changes and wistful asides. Most bands would be happy to end a work on such an equivocal note; the Manics instead use it to establish their provocative agenda.

The dramatic opener is immediately followed by "If You Tolerate This Your Children Will Be Next" ("The future teaches you to be alone, the present to be afraid"), the indignation of which is somewhat belied by the catchiness of the hook. This is a recurrent source of tension on the album, and not always effective. Too often, the whole affair is washed down with sweeping strings and repetitions of the chorus; the effect is slightly pompous, when a stripped down, more acerbic arrangement might have served better. "Ready For Drowning" is a grim exploration of the state of their nation: repeated exhortations that "we're not ready for drowning" are abruptly climaxed by sullen surrender. "We are not waving, we are drowning." There is more helpless renunciation on "My Little Empire". A warm cello arrangement and subtle melodic line promise a shaft of hopeful-

ness, until Nicky Wire's scathing words kick in: "All of my sins are attempts to fill the voids, all of my voids they are filled with sin." There is an unsmiling relentlessness about it all which is hard to take. Musically too, although there are interesting moments - the accordion and picked guitar interplay of "Born A Girl", the weighty crescendos of "Be Natural" - there is also a structural sameness about the songs which begins to irritate midway through the album. Perhaps it is because fatigue has set in, but the major disappointments of *This Is My Truth* are reserved for the end. "Nobody Loved You" piles on the near-heavy metal power chords to

There is an unsmiling relentlessness about it all which is hard to take

bombastic, but rather shallow, effect, although it boasts the rare witty couplet: "You keep giving me your free air miles, what would I give just for one of your smiles". And then, finally, there is the deeply disappointing "S.Y.M.M.", which stands for "South Yorkshire Mass Murderer" and is the group's attempt to deal with the Hillsborough football tragedy. The cynicism of the initial title is matched for crassness by the ineptitude of the lyric: "The subtext of this song, I've thought about it for so long, but it's really not the sort of thing that people want to hear us sing." This is desperate stuff, even for a band which treats a refreshing path through the casual cynicism which makes so much pop music massively unimportant. We are just beginning to acquire sufficient emotional distance from the events at Hillsborough to require thoughtful artistic responses, but this does not come close to fulfilling that demand.

Peter Aspdren

### INTERNATIONAL

## Arts Guide

#### AMSTERDAM

**DANCE**  
Het Muziektheater  
Tel: 31-20-551 8911  
Dutch National Ballet:  
Carlson-Humphrey-Tharp.  
Programme of works by the three choreographers. Includes Carolyn Carlson's *Slow*, heavy and blue and Twyla Tharp's *In the Upper Room*; Sep 11, 13, 14, 15

**OPERA**  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Götterdämmerung; by Wagner. New staging by Pierre Audi, conducted by Hartmut Haenchen. Cast includes Heinz Kruse, Jeannine Altmeyer and Henrik Smit; Sep 12, 16

**EXHIBITION**  
Kunst Museum  
Tel: 41-61-271 0828  
A House for Cubism: the Raoul La Roche Collection. Display of works collected by the Swiss

banker and given to the museum in the 1950s and 1960s. Includes works by Picasso, Braque, Léger, Gris, Le Corbusier and Ozenfant; to Oct 11

**BEIJING**  
**OPERA**  
The Forbidden City  
Tel: 44-171-589 8212  
Turandot; by Puccini. Conducted by Zubin Mehta in a staging by Zhang Yimou. With the Maggio Musicale Fiorentino; Sep 11, 12, 13

**EDINBURGH**  
**OPERA**  
Edinburgh Festival Theatre  
Tel: 44-131-529 6000  
The Magic Flute; by Mozart. Scottish Opera production by Martin Duncan, conducted by Richard Farnes; Sep 16

**FRANKFURT**  
**CONCERTS**  
Alte Oper  
Tel: 49-69-134 0400  
● Los Angeles Philharmonic; conducted by Esa-Pekka Salonen in works by Salonen and Bruckner; Sep 12  
● Radio Symphony Orchestra. Frankfurt; conducted by Leonard Slatkin in works by Enescu, Barber and Schumann. With soprano Linda Hohenfeld; Sep 11

**OPERA**  
Oper Frankfurt  
Tel: 49-69-21237 999  
www.operfrankfurt.de/oper  
● La Traviata; by Offenbach.

Conducted by Catherine Rickward in a staging by Peter Eschberg, with designs by Peter Pabst; Sep 12  
● La Traviata; by Verdi. In a staging by Axel Corti; Sep 11, 13

**LONDON**  
**CONCERTS**  
BBC Proms, Royal Albert Hall  
Tel: 44-171-589 8212  
● Chamber Orchestra of Europe; conducted by Nikolaus Harnoncourt in Beethoven's *Missa Solemnis*. With the Arnold Schoenberg Choir; Sep 11  
● The Last Night of the Proms: Andrew Davis conducts the BBC Symphony Orchestra, Chorus and Singers in a programme including the European premiere of Hugh Wood's *Variations for Orchestra*, works by Gershwin, Thomas Adès and Parry. With baritone Thomas Hampson and piano soloist Jean-Yves Thibaudet; Sep 12

**EXHIBITION**  
British Museum  
Tel: 44-171-636 1555  
Persian and Indian Manuscripts and Paintings: the Royal Asiatic Society celebrates its 175th anniversary with an exhibition of objects rarely seen by the public. The highlight is the Book of Kings made for Muhammad Juki, one of the great Persian manuscripts of the 15th century; to Sep 13

**OPERA**  
English National Opera, London Coliseum  
Tel: 44-171-632 8300

● Otello; by Verdi. New production by David Freeman, designed by Tom Phillips and conducted by Paul Daniel/Mark Sharanah. David Rendall sings the title role; Sep 11, 16  
● Rusalka; by Dvořák. Conducted by Richard Hickox in a revival of David Pountney's production, directed by Lynn Binstock. The title role is sung by Susan Patterson; Sep 12

**LOS ANGELES**  
**OPERA**  
L. A. Opera, Dorothy Chandler Pavilion  
Tel: 1-213-972 8001  
www.laopera.org  
● Carmen; by Bizet. Washington Opera production by Ann-Margret Pettersson, designed by Lennart Mörk. The conductor is Bertrand de Billy and the title role is sung by Jennifer Larmore; Sep 11, 13, 16  
● Werther; by Massenet. Conducted by Emmanuel Joel in a co-production with Théâtre du Capitole Toulouse staged by Nicolas Joël and designed by Hubert Morlaup. The title role is sung by Ramón Vargas; Sep 12, 15

**LUCERNE**  
**CONCERTS**  
International Festival of Music  
Tel: 41-41-226 4400  
www.lucernefestival.ch/  
● Chicago Symphony Orchestra; Daniel Barenboim conducts works by Strauss, Berg and Tchaikovsky; Sep 11  
● Chicago Symphony

Orchestra; Daniel Barenboim conducts works by Schoenberg, Wagner and Beethoven; Sep 12  
● Vienna Philharmonic Orchestra; conducted by Lorin Maazel in works by Mozart and Bruckner; Sep 14

**MUNICH**  
**CONCERTS**  
Philharmonie Gastelg  
Tel: 49-89-5481 8181  
● Chicago Symphony Orchestra; conducted by Daniel Barenboim in works by Wagner and Mahler; Sep 14  
● Munich Philharmonic Orchestra; conducted by Rafael Frühbeck de Burgos in a programme including works by Manuel de Falla, Rimski-Korsakov and Ravel; Sep 11

**NEW YORK**  
**CONCERT**  
Avery Fisher Hall, Lincoln Center  
Tel: 1-212-875 5030  
www.lincolncenter.org  
New York Philharmonic: Kurt Masur conducts works by Beethoven, in the season's opening concert. With violin soloist Isaac Stern; Sep 16

**EXHIBITIONS**  
Metropolitan Museum of Art  
Tel: 1-212-879 5500  
www.metmuseum.org  
● Letters in Gold: Ottoman Calligraphy from the Sakip Sabanci Collection. Istanbul. 70 objects ranging from the 15th to the 20th century. Includes manuscripts, panels and scrolls;

from Sep 11 to Dec 13  
● The Nature of Islamic Ornament, Part II: Vegetal Patterns. Second in a four-part series on Islamic ornament from the 8th to the 18th century. Includes rare brocades and carpets; to Jan 10

**OPERA**  
New York City Opera, New York State Theater  
Tel: 1-212-870 5570  
www.nycoopera.com  
Tosca; by Puccini. New production by Mark Lamos, conducted by George Manahan Sep 13, 15

**SEATTLE**  
**CONCERTS**  
Benaroya Hall  
Tel: 1-206-215 4747  
www.seattlesymphony.org  
● Seattle Symphony Orchestra. Opening Night Gala Concert. Gerard Schwarz conducts the first concert in the new hall. Programme includes the world premiere of a specially commissioned work by David Diamond, and works by Webern, Stravinsky and Wagner. With soprano Jessye Norman; Sep 12  
● Kyung-Wha Chung; recital by the violinist of works by Schubert, Bartók and Schumann. Accompanied by Itamar Golan; Sep 14

**TOKYO**  
**CONCERTS**  
Suntory Hall  
Tel: 81-3-3584 9999  
Yomiuri Nippon Symphony Orchestra; conducted by Gilbert

Varga in works by Ravel, Bartók and Tchaikovsky; Sep 11

**VIENNA**  
**CONCERTS**  
Musikverein  
Tel: 43-7-5058 6810  
● Chicago Symphony Orchestra; conducted by Daniel Barenboim in works by Schoenberg and Mahler; Sep 15  
● Chicago Symphony Orchestra; conducted by Daniel Barenboim in works by Wagner, Berg and Tchaikovsky; Sep 16

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● Business/Market Reports:  
05.07; 06.07; 07.07; 08.20; 10.20; 11.20; 11.32; 12.20; 13.20; 14.20.  
At 08.20 Tanya Beckett of FTTV reports live from LIFFE as the London market opens.

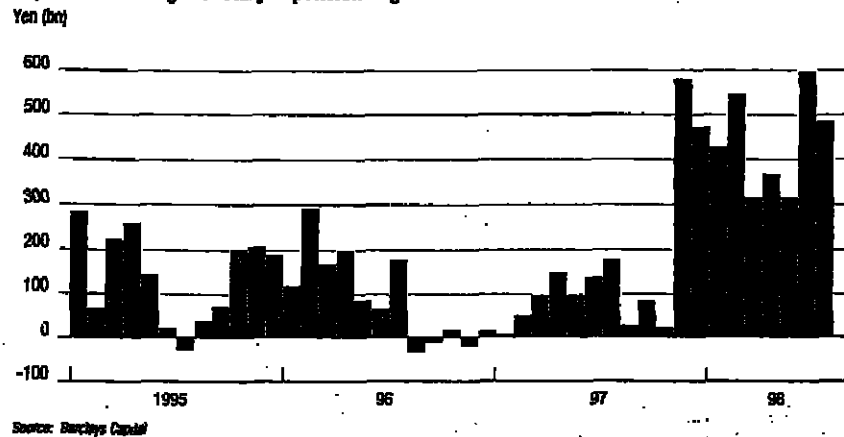


## COMMENT &amp; ANALYSIS

## Japan's double or quits

Gillian Tett asks whether Tokyo has begun its long-feared monetary expansion and considers the implication

Japan: has the big monetary expansion begun?



Source: Bank of Japan

Ever since the Asia crisis began, it has been clear that Japan is the key to reversing it. And ever since Japan's ailing economy began not responding to an old-fashioned fiscal stimulus this year, it has been clear that, in *extremis*, the country might go for an unprecedented monetary expansion, letting the yen go bang.

On Wednesday night, almost unwatched by the markets, the Bank of Japan announced that it had decided to ease monetary policy for the first time in three years, pushing interest rates down and money supply up, in an effort to stave off a deflationary cycle. The yen tumbled ¥4 against the dollar before recovering.

Has Japan begun that long-feared monetary expansion? If so, it is a double or quits decision. It might well help the domestic economy. It also shows that pressure is building up for a co-ordinated monetary loosening by the world's big central banks (yesterday, the Bank of England, while leaving rates unchanged, also said it would consider cutting rates if the world economy worsened).

But unless the US also cuts rates, Japan's decision would risk setting off a chain reaction of devaluations across Asia and Latin America, producing another round of global financial panic. The risk is real: emerging markets fell sharply yesterday, and a big monetary easing in Japan would increase the possibility of debt default in any country hit by a new wave of devaluation. If that were to happen, and if, say, a big western investment bank were to fall victim, then it could induce a crash in jittery global stockmarkets. As one worried trader put it yesterday: "The big question now is whether the Bank [of Japan] is going for broke."

The answer, not yet. By the standards of other central banks, Wednesday's announcement was complicated and timid. The official discount rate has been left unchanged at the record low level of 0.5 per cent. Instead, what the Bank has promised to do is to provide extensive

liquidity to "guide down" the overnight call rate - which is the important one in Japan - from the current levels of slightly under 0.5 per cent to around 0.25 per cent. Although this rate is set by the markets, the Bank can influence it by injecting more - or less - cash each day.

The cut itself will probably have only a limited direct effect, say economists. But the Bank's statement also included an intriguing pledge. For "irrespective of the guideline for the call rate," the Bank promised that it would "provide more ample funds, if judged necessary, to maintain the stability of the financial markets." In central bank speak, this implies that the bank could inject more liquidity into the markets without changing its interest rate target.

This does not automatically indicate a new policy. After all, the Bank has been pumping extensive amounts of liquidity into the market since last November to calm the financial crisis by ensuring that weak banks could still borrow funds (see graph). This has resulted in a dizzying expansion of the Bank's balance sheet and left it acting as a key financial intermediary in the markets. But it has not yet produced a real monetary refutation - the kind that might boost consumer spending and drive up prices.

Most of the expansion reflects operations which are

the equivalent to short-term recycling of funds between banks. Bank reserves and bank notes - arguably, the best indicators of real monetary growth - have been growing at a fairly stable level of around 10 per cent.

The key question now is whether the Bank would - or indeed could - now try to expand the level of "real money."

With interest rates now almost zero, monetary policy included an intriguing pledge. For "irrespective of the guideline for the call rate," the Bank promised that it would "provide more ample funds, if judged necessary, to maintain the stability of the financial markets." In central bank speak, this implies that the bank could inject more liquidity into the markets without changing its interest rate target.

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the equivalent to short-term recycling of funds between banks. Bank reserves and bank notes - arguably, the best indicators of real monetary growth - have been growing at a fairly stable level of around 10 per cent.

whether even "free money" would provide an effective way to boost growth, given that consumers and companies appear reluctant to borrow at any cost, even zero. "From a historical perspective we are in a liquidity trap," one senior government official recently said.

Furthermore, until now the Bank has remained unconvinced by the arguments - being advanced by some western economists - that inflation will be eventually necessary to solve Japan's ballooning budget deficit. Pursuing a policy of deliberately stoking inflation, in other words, still seems a step too far.

But in recent weeks a new debate within the Bank has started, fuelled by the lively role that is being played by the policy board that was formed when the Bank gained independence over monetary policy on April 1. Some Bank watchers suspect that this could possibly produce a policy change further down the road. "I think the Bank is moving towards monetisation," argues Tetsu-fumi Yamakawa, economist at Goldman Sachs. "It is not there yet, but (Wednesday's decision) is one step in that direction."

This suspicion partly reflects the dire state of the economy and, above all, a growing concern that fiscal policy alone will not rapidly deliver growth unless it is accompanied by an additional boost from a weaker yen. There are fears, for

example, that the trillion yen tax cuts announced by the government may be saved, rather than spent. There is also concern that the impact of public spending projects has dropped, not least because cash-strapped local governments are apt to spend central bank subsidies on repaying debts, rather than starting projects.

But the more pressing issue is the financial sector. As politicians have squabbled over banking reform in recent months, the Bank's concern about fresh financial crisis has risen. Pumping "real" money into the system to ensure that weak banks can raise funds thus appears increasingly tempting.

Japan has clearly entered its darkest hour - a final rate cut was always seen as a doomsday response," says Mr Campbell. "What I am worried about is that this is a pre-emptive move against another bank failure." In other words, the real nightmare is the fragile state of the banking system, and, in particular, the possibility that there could be a run on the banks.

Thus far, the Bank denies that such a financial crisis exists. Without one, most economists still suspect that the Bank will stay its hand. Indeed, the creation of the policy board means that it may take a crisis to create the necessary consensus among the nine members. "The bank will wait for a crisis to hit before it starts monetising the debt," says Brian Rose, economist at Warburg Dillon Read.

But with the September 30 fiscal half-year point looming, the pressures on the banking system are building again. A fresh bout of turbulence in the international equity markets remains another looming threat. Though some Japanese officials are now hoping that the US could be tempted to cut its own interest rates in response to the Japanese move to calm global markets, Washington has not yet delivered any promises. If the US does not act and if the Asian crisis deepens, Japan may let the yen slide - whatever the outside world thinks.

## LETTERS TO THE EDITOR

## Global economy needs stabilising influence of a world central bank

From Mr David P. Farrah, Sir, The global currency crisis now threatening the world economic order will surely plunge major regions of the world into political instability, or even chaos, if not checked by swift action at the highest levels of government.

The International Monetary Fund has done all it can within its limited powers to restructure the ailing economies of the world, but it has no mechanism for dealing with the huge currency flows that determine international exchange rates. A powerful world central bank should be set up to monitor large currency movements, act as global regulator, and re-channel currency reserves to those economies most in need; with the ability to manage an orderly decline in exchange rates where perceived necessary to adjust for imbalances in

world trading patterns. A shift towards global management of currencies and exchange rates will lead to far greater financial stability within the world economy, and the advent of the euro in less than four months' time is only part of this trend.

David P. Farrah, 1 Hawkwood Close, St Margarets Banks, Rochester, Kent ME1 1HW, UK

## Regulator would be bad for UK football

From Mr Simon Bishop, Sir, BSkyB's bid for Manchester United Football Club does indeed give rise to potential competition concerns. However, while there is no argument with the need to appraise these, the suggestion in your leader "Off side" (September 8) that football might require a regulator is perplexing. While football to many, me included, is as important as trains or electricity, this does not constitute grounds for external government regulation. Trains and electricity are regulated for good reasons: both industries contain elements of natural monopoly. Can the same really be said of football?

Indeed, many of the current concerns in the game stem not from a lack of external regulation but rather from direct or indirect government intervention. For example, a significant factor underlying the substantial increase in ticket prices is the government's requirement for football stadia to be all-seater, rather than because of anti-competitive or abusive behaviour on the clubs' part.

BSkyB's proposed takeover can also be seen as a reaction to interference in the way in which the Premier League is allowed to sell its rights. Currently, the television rights to the Premier League are sold collectively. To some, this smacks of a cartel arrangement that operates to the detriment of consumers. But such a view fails to recognise a number of important features of football. The central marketing mechanism currently in place is sensible for at least two reasons, including permitting some revenue sharing between clubs. Several studies have shown that uncertainty over match outcomes is important in generating viewer interest. The

revenue sharing arrangements that central marketing allows goes some way to maintaining a degree of financial, and hence playing, parity and therefore ultimately the long-run viability of the game.

However, these positive benefits are under threat from the restrictive trades practices court's investigation into the Premier League's central marketing arrangements. If the Office of Fair Trading's actions against the Premier League are successful, we can expect to see a widening disparity between clubs and little or no benefit for fans.

Football, like most industries, requires less government interference: not more. Simon Bishop, senior consultant, National Economic Research Associates, 15 Stratford Place, London W1N 9AF, UK

## A surprising lack of commitment to forecasting

From Mr Ben Niblett, Sir, I was at the annual general meeting of GEC last Friday and was very surprised to hear Lord Prior, its chairman, answer a question about the increasing proportion of military business in GEC's portfolio by saying that it was impossible for anyone to say what might happen in five years' time. He also said that it was foolish to forecast even six

months ahead. Is this how multinationals really work?

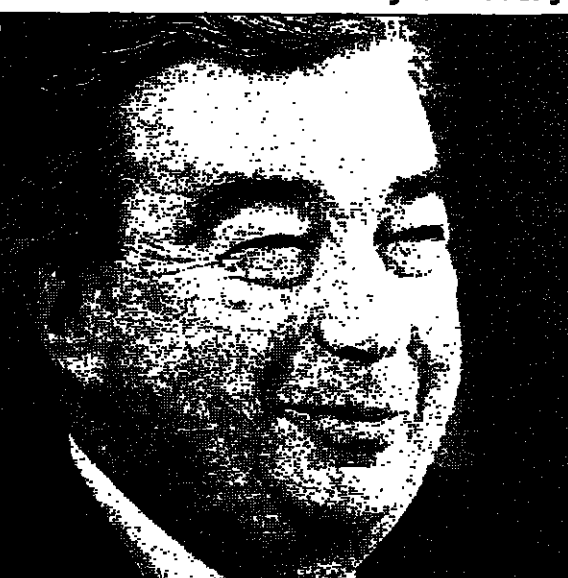
Ben Niblett, 151 Wolverton Road, Leicester LE3 2AL, UK

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## In with the old

Yeltsin's latest choice for PM has the credentials to bridge the factions, say John Thornhill and Arkady Ostrovsky



Primakov: Homo Sovieticus incarnate

Having plumped unsuccessfully for youth in April by choosing a 35-year-old for prime minister, Boris Yeltsin has now nominated a man who is one of the few active politicians in Moscow older than the president himself.

The 68-year-old Yevgeny Maximovich Primakov is *Homo Sovieticus* incarnate: he is a former head of Russia's infamous spy service, a former candidate member of the Politburo, and was a member of the Soviet Communist party for 32 years.

Mr Primakov's nomination confirms how much Mr Yeltsin is now in full-scale retreat. Mr Yeltsin's one political touchstone has been that he has never backed down in the face of overt pressure from his enemies. But the Russian Communist party was yesterday exultant that it had forced Mr Yeltsin to change his mind and run away from a direct confrontation with parliament. It clearly scents blood.

Victor Chernomyrdin, who withdrew his candidacy as prime minister after being twice rejected by parliament, warned of a "creeping coup" by the communists. "The leftist opposition is suffering from an acute revolutionary syndrome and is counting on quickly dismantling the existing political and constitutional order, on removing the president," he warned.

Mr Yeltsin's nomination of Mr Primakov may yet be seen as the last desperate gamble of a failing president to shore up the credibility of his regime by placating his enemies and to ensure he leaves office with his dignity intact.

There is no doubt, though, that Mr Primakov is a supremely able figure who commands respect across Russia's political spectrum. The Russian Communist party admires him for his ability to project Russian influence abroad and continually twist Uncle Sam's coat-tails.

Under his direction, Russian foreign policy has always been hawkish in rhetoric - however mawkish it may be in practice. Mr Primakov's frequent forays into Middle Eastern politics and his close contacts with the Iraqi leader Saddam Hussein, whom Mr Primakov has known since 1969 during

his days as a Pravda correspondent, have been much appreciated by those Russians opposed to the development of a uni-polar world. But it has also turned him into a bogey-man among Republican congressmen in Washington. In Moscow, Mr Primakov, a member of the politburo during the Mikhail Gorbachev era in the mid-1980s, appeals to some liberals, who respect him for preserving the better instincts of the old regime. Grigory Yavlinsky, the leader of the liberal Yabloko bloc, was Mr Primakov's loudest public sponsor in parliament this week. Mr Yavlinsky said parliament needed to confirm a prime minister who did not belong to any political party and would not be sacked within three weeks.

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ing the better instincts of the old regime. Grigory Yavlinsky, the leader of the liberal Yabloko bloc, was Mr Primakov's loudest public sponsor in parliament this week. Mr Yavlinsky said parliament needed to confirm a prime minister who did not belong to any political party and would not be sacked within three weeks. "He should have sufficient political authority, be known in the world and lack any desire to run for president," Mr Yavlinsky said. "There is such a person. It is Yevgeny Maximovich Primakov." Mr Primakov certainly commands wary respect abroad and has, on occasion, formed part of an unlikely comedy duo with Madeleine Albright, the US secretary of state. On the final evening of an Asian meeting in July, Mr Primakov and Mrs Albright wowed delegates by performing their own version of the American musical, West Side Story. "America's nobody's enemy," chirped Mrs Albright. "So why do you practise

government's economic agenda. The Communists believe Yuri Maslyukov, the former head of Gosplan, the Soviet planning agency, will be appointed to a senior economic position. Market reformers, and most foreign investors, hope that Boris Fyodorov, the acting deputy prime minister, will be allowed to pursue tough monetary reforms based on the "Argentine model" of recovery.

The Yabloko faction also believes it will have some influence in shaping a more social-democratic agenda. Vladimir Lukin, a senior Yabloko deputy, suggested Mr Primakov was the best candidate to take over as prime minister and would pursue a more "civilised and lawful" form of market reforms.

"Primakov is a much more valuable man than some of the most favourite sons of the International Monetary Fund," he said.

"Primakov has a chance to create a consensus in the political elite, the parliament, and in society, which is a necessary condition for reforms."

On one rare occasion, Mr Primakov sketched out his own vision of economic reform. In a speech in London in June, he condemned the mistakes that Russia had made in trying to build a market economy - expressing sentiments that jarred with the pro-reform rhetoric then emanating from the government of Sergei Kiriyenko, the young prime minister who was sacked in August.

Criticising the over-tight monetary policies advocated by the IMF, Mr Primakov said Russia had to put more emphasis on creating the foundations for investment in the economy. "We did not pay enough attention to economic growth because we were focused on macro-economic financial stability at the request of the IMF," he said.

Mr Primakov pointed to President Franklin Roosevelt's New Deal in 1930s America as an example of how it was possible to rewrite the social contract between government and the people even in the bleakest of times.

It is a worthy long-term goal, no matter how nightmarish the immediate challenge may be.



Photo taken at the Westminster restaurant Le Cèdron, Paris.

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Banking turn



# FINANCIAL TIMES

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Friday September 11 1998

## Mr Primakov's challenge

The nomination of Yevgeny Primakov to be Russian prime minister should at last end the vacuum of power in Moscow. Whether he can put together a government capable of pulling the country out of its political and economic crisis is another matter.

The ultimate survivor from the Soviet era, closely linked throughout his career to the KGB and its successor intelligence agencies, Mr Primakov can claim the remarkable feat of support from both Grigory Yavlinsky, leader of the liberal Yabloko group, and Gennady Zyuganov of the Communist party. He is the only senior Gorbachev man to have survived in Boris Yeltsin's government.

He may not be very popular in Washington, because of close ties with Saddam Hussein going back to his past as a top Middle East expert. But as foreign minister in recent years he has been popular at home as someone who stood up for Russia, for example in attacking the expansion of Nato. The most important thing, however, is putting together a new government, and then drawing up an emergency policy to stabilise the rouble. Mr Primakov says he will pursue economic reform, although he has criticised the last government - and the International Monetary Fund - for excessively strict monetary policy. But he may have to make concessions to the Duma to

ensure his approval as prime minister. There is a majority there for a return to old measures of the command economy, such as price controls and protection for industry. Those would be retrograde steps.

If he brings Yuri Maslyukov into a senior economic position, as the Communists want, it would mean a return to the past. He was once head of Gosplan, the state planning committee, and seems to have learned little of what makes a market economy tick since he left it. But if Mr Primakov puts Grigory Yavlinsky in charge of economic reform, western investors could rest more easily. He would pursue something much closer to a social democratic agenda. Moreover, both Mr Yavlinsky and Mr Maslyukov have said they would like to curb the powers of the financial barons who now control so much of the Russian economy.

If Mr Primakov is to please both factions, he will have to perform an extraordinary balancing act. His career suggests he may be capable of it. His intelligence connections may help to control the financial barons and regional governors who rival the government's authority. He is also a man without pretensions to succeed Mr Yeltsin, which means he is not a threat to any of the other contenders. But there is no evidence yet to suggest that he has the vision to get the Russian economy out of its hole.

## Desperate times

Wary investors dismissed the Bank of Japan's 0.25 per cent interest rate cut on Wednesday as an act of desperation. But the Japanese authorities could prove their critics wrong if this is the beginning of a strategy to pull their economy out of deflation. Although it may appear that the rate cut was prompted by the falling economy, it was more likely to have been aimed at the banking system. Frustrated that banking reform has been held up yet again in the Diet, the BoJ took the only action it could to ease the significant liquidity problems now facing many of Japan's weaker banks.

The macroeconomic impact of the interest rate cut will be small. If rates of 0.5 per cent do not induce borrowing, a rate of 0.25 per cent will do no better.

It looks like a desperate move, and that is how the markets interpreted it. But there is just a chance that it might be the start of a new strategy. Hints being dropped by Japanese officials suggest that they are considering a shift to a policy of large-scale monetary expansion, via Bank of Japan purchases of financial assets held in the private sector. Japan is caught in a deflationary spiral, where insufficient demand has led to falling prices, and falling prices are discouraging spending. A serious monetary expansion should create the expectation of inflation, and spur consumers to get their yen out

from under their mattresses again. The Bank of Japan could even introduce a money supply or inflation target to try to change expectations.

This policy would help increase corporate and banking sector liquidity, improving the chances of a recovery in lending, and could have the useful side-effect of reducing the government's debt burden if the Bank of Japan buys up government bonds.

The rate cut has already sent the yen down sharply, and a policy of monetary expansion would send it sliding further. Yen weakness would provide Japan with a further expansionary boost. But it risks triggering more regional devaluations. Set against this, if Japan can pull itself out of recession, it could pull the Asian economies out with it.

It would be a risky policy. But given the severity of Japan's economic situation, it could be the best hope. Combined with a further loosening of fiscal policy, and, crucially, with real progress in sorting out the financial sector and in other structural reforms, it might just have a chance of putting Japan back onto a reasonable growth path.

Alas, even this imperfect policy combination is unlikely given Japan's political deadlock. It remains more probable that the world's second-largest economy will continue to suffer the devastating effects of delay and indecision.

## Banking turn

British trade union leaders seemed to be shouting into the wind for a cut in interest rates to avert the danger of recession. Yesterday's Delphic statement by the Bank's monetary policy committee might suggest that it heard their cries and is prepared to respond. Has it, and should it? Firstly, it is clear that the MPC has been listening to the message of a series of increasingly gloomy surveys. Yesterday's figures from the Confederation of British Industry on retailing confirmed recent evidence that the economy is slowing down - possibly quite sharply.

The Bank's statement focused on the further threat to the world economy from financial turmoil. The impact for the UK has been offset only slightly by the 5 per cent fall in sterling from its April peak. Since the Bank's August Inflation Report, many independent economists have revised down their forecasts for the UK economy. Goldman Sachs, the investment bank, said yesterday that it expects growth to come almost to a standstill by next summer, with the threat of outright recession if the financial crisis worsened and equities collapsed.

Similar thoughts, no doubt, lie behind the MPC's two-sided statement yesterday. It said its present interest rate of 7.5 per cent was needed to meet its 2.5 per cent inflation target. But, echo-

ing Alan Greenspan, chairman of the US Federal Reserve, it also said it was anxious about a deteriorating world outlook.

This was a pretty clear signal that the next move will be down. But when? If it hangs on too long it could help to cause a much deeper recession than is needed to control inflation. If it eases too fast, it might fall in its primary duty. So should it now balance concern for jobs against inflation?

Formally it is not allowed to do this, but yesterday's statement was a reminder that, as recession looms, the Bank's inflation objective can pull two ways. Just as it must moderate growth on the upswing to prevent inflation from exceeding 2.5 per cent, so it must stimulate the economy as growth slows to stop inflation undershooting.

This gives it less flexibility than trade unions would like, because unemployment must now be allowed to rise - perhaps by 500,000 - to bring the economy back to a non-inflationary path. To achieve this the Bank would need to lower rates very cautiously, until it is convinced that the domestic economy and private sector wages are responding to the treatment.

It will require more than fine judgment: the Bank must find the persuasive power to carry public opinion through what may prove to be a long, dark tunnel.

Even the most predictable and anticipated of political events can have a dramatic resonance that leaves a nation momentarily in shock.

So it was that the long-awaited 445-page report of Kenneth Starr, the independent prosecutor investigating allegations of criminal wrongdoing by President Bill Clinton, landed on Capitol Hill this week with a thud that is still reverberating around the US.

Ever since the first revelations almost eight months ago of Mr Clinton's relationship with Monica Lewinsky and his alleged efforts to cover it up, it has seemed inevitable that Mr Starr would complete his investigation with what amounts to a recommendation that Mr Clinton be impeached.

But the sudden realisation of the historical significance of the moment seemed to leave most of Washington shaken and, for once, genuinely sombre.

"Next to declaring war, this is probably the most important thing we do," said Richard Gephardt, the leader of the Democrats in the House of Representatives. "It's a lousy job. But somebody's got to do it," said Henry Hyde, the chairman of the House Judiciary committee who will lead the first phase of what are now virtually inevitable impeachment proceedings.

With his judgment hour at hand, Mr Clinton is about to suffer the ignominy of becoming only the third president in the 222-year history of the American republic to face the formal process of impeachment (Andrew Johnson and Richard Nixon were the others). Within days Mr Hyde and his colleagues will go through the charges in the Starr report and determine whether they constitute the "high crimes and misdemeanors" specified in the constitution as sufficient for impeachment. If so, the House of Representatives must decide by a simple majority whether formally to impeach - that is, to charge - the president. If the answer is yes, he will stand trial in the Senate, where a two-thirds majority is needed to find him guilty.

Perhaps curiously for a matter of such magnitude, the outcome will depend on the same factors that determine any ordinary adversarial trial - the strength of the accusations in Mr Starr's report, and the countervailing strength of Mr Clinton's defence. But unlike any ordinary trial, this is an intrinsically political process. While Republicans and Democrats alike will do their best to consider the evidence dispassionately, the constitution deliberately left vague exactly what constitutes "high crimes and misdemeanors". Members of Congress must make a political judgment about what is in the national interest just as much as they must reach a verdict on the weight of criminal evidence. It is on this last crucial factor that the coming debate seems likely to turn.

The evidence, in 36 weighty cardboard boxes, for the moment sits under armed guard in a remote congressional storeroom, unseen by any member of congress. The main report itself is expected to be made public today. According to lawyers familiar with the details, it spares Mr Clinton nothing.

It is understood to say the president perjured himself when he testified in the Paula Jones sexual harassment case in January

# Clinton boxed in

The president's hour of judgment is at hand. Gerard Baker considers the significance of the Starr report and the defensive options that still remain to the White House



that he did not have sexual relations with Ms Lewinsky; that he again perjured himself before the criminal grand jury last month when he acknowledged a relationship but said his earlier remarks were legally accurate; that he orchestrated an obstruction of justice in the Paula Jones case by persuading Ms Lewinsky not to testify to a relationship and getting others to offer her inducements not to do so; that he

crimes will have successfully demonstrated that the president's wrongdoing was much more than "just about sex": it will describe a deeply corrupt man, bent on thwarting a legitimate legal process - the Jones case - a man whose motives and behaviour were every bit as criminal as those of Richard Nixon.

Unfortunately for the members of Congress who must decide Mr Clinton's fate, it seems unlikely to be that simple. Only the most ardent Clinton-haters believe Mr Starr's report does indeed have the decisive evidence that will prove to Congress, beyond a reasonable doubt, that the president is guilty of these acts.

Instead, the trial that now in effect begins will muddle around in the vast grey areas between the extremes of irrefutable proof on the one hand and lack of evidence on the other.

Republicans clearly believe the report will at a minimum prove perjury - that Mr Clinton lied under oath about sex. The president's lawyers dispute that, though his defence still seems to rest shakily on legal and verbal sophistry about what constitutes "sexual relations". And unfortunately for Mr Clinton, Mr Starr's report is said to detail in graphic and semi-pornographic terms all kinds of sexual acts that will expose to ridicule not just Mr Clinton's denials, but the person of the president himself.

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forced to resign. Such a litany of

the other charges will be debated hotly in congress. At this early stage it is uncertain whether the perjury charge will be enough to oust Mr Clinton.

But the critical point is that it will be at this point that the debate turns into a broader question of whether Mr Clinton's behaviour makes him unfit for office. This is where the political judgment of elected politicians - most of them facing re-election in

seven weeks - will become the crucial deciding factor. Republicans know that for impeachment to succeed, it must not be seen by the public as a partisan process. Republicans have a big enough majority to impeach Mr Clinton in the House, though not enough to convict him in the Senate, the final phase of the process. Even if they did have the votes, senior members of the party know that a significant number of Democrats must be persuaded of the case against the president

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## OBSERVER

### Washington behind bus windows

There's nothing quite like an "inappropriate relationship" - that's a sex scandal to everyone but Bill Clinton - to fill the tour buses around Washington. The peculiarities of US politicians have become big business, with the cancaner brigade insisting on being shown where the nation's greatest have been brought to their knees.

There are the Capitol steps where Rita Jernette spontaneously celebrated an election victory with husband Representative John Jernette, and the tidal basin where Representative Wilbur Mills was found with stripper girlfriend Fannie Foxe. Gary Hart's townhouse on Capitol Hill, where he canoodled with model Donna Rice, was on the schedule until the neighbours complained.

Sex aside, there's the Old Executive Office building, where Fawn Hall and Oliver North enjoyed late-night paper-shredding sessions together and, of course, the infamous Watergate complex, where a burglary brought down a president.

"For a long time Clinton was pretty boring," says one of the actors playing the protagonists. "But a quickie in the White House grabs everybody's attention."

Four passengers have to watch

their Ps and Qs, though. If there's any backchat, "Kenneth Starr" - resplendent in bush hat and trench coat - retorts with the ultimate Washington threat: "Consider yourself subpoenaed."

### Antler alert

Oslo's new \$850m international airport has suffered its share of problems - including the odd loose moose.

It seems that fencing off the 47-mile 210km/h rail link to Gardermoen airport, and spreading fox urine along the way, hasn't been enough to deter the determined deer, which have been gathering along the trackside deep in the forest.

Gardermoen NSB, part of the national rail company, has tried training the errant elk how to cross the line safely, coaxing them with food to the eight wildlife crossings.

Odd Einar Dorum, Norway's transport minister - one of the few in the world who doesn't have a driving licence - is taking a more robust view of avoiding moose mayhem on the tracks. "I would tell all the hunters to go there with their guns," he adds. "If you go by train, you won't hit one."

### Anwar's ally

The fate of former Malaysian deputy premier Anwar Ibrahim - not just sacked but also accused

of assorted crimes - hasn't turned the ruling party UMNO into a quivering bunch of yes men. At least, not yet.

Ahmad Zahid Hamidi, head of UMNO's youth wing, made all the right noises about how prime minister Mahathir Mohamad had every right to sack his deputy, but has since stood at Anwar's side to show his support to his ally in reform. There's growing pressure from party loyalists for his resignation, but he cheerfully pointed out yesterday that, under the party's constitution, only the party president - Mahathir - can sack him.

Given the ease with which Mahathir expelled Anwar from the party, dispensing with Ahmad Zahid - and even throwing a string of legal charges at him - wouldn't be hard.

But Mahathir has so far held fire. Maybe the growing number of supporters showing up nightly to hear Anwar preach reform on his front lawn suggests that another sacking might just drive more alienated Malaysians straight into the arms of his main political opponent.

### Tamagotchis

Roel Pieper, the expensive Dutch-born computer specialist who took over as executive vice-president of Philips Electronics earlier this year, is suffering something of a culture shock. After years with frenetic but focused US companies like

AT&T's Unix System Laboratories and Tandem Computers, Philips seemed a touch staid.

But it's not all straight faces and profit warnings. Yesterday Pieper told a computer bunnifunt in Portugal about a new gizmo that's wowing them in the nightclubs of Tokyo. The button-sized device is pinned to the clothing and programmed with the owner's likes and dislikes - including tastes in partners.

It lights up like a glow-worm on heat when a like-minded individual comes into range. Very Japanese - but what will the stolid burghers of Brabant make of it?

### Roofing slate

The US Treasury isn't having much luck repairing damage anywhere in the world - even in its own stately Washington headquarters at 1500 Pennsylvania Avenue.

After a fire caused part of the roof to fall in two years ago, Congress approved enough funds to patch and mend the old place - built between 1838 and 1869 - but not enough to restore the full grandeur.

Nine former Treasury secretaries are fundraising to put the offices back to the way they were. Having failed to stop the roof falling in on the world's economies, a Greek revival-style roof looks like safer territory.

## Financial Times

50 years ago

Plan To Save The Franc  
Paris, Sept 10. M. Henri Queuille, France's Radical Premier-designate, who was late in appearing before the National Assembly to-night to seek approval of his Premiership, is considered to be assured of a comfortable majority. M. Queuille called for "discipline and sacrifice" to save the franc. "I do not ask you to show your personal sympathy, but for your engagement to exercise joint action for the salvation of the nation," he added. "France is passing through a grave crisis. The essential cause of this crisis is political disorder, which cannot go on without risk to the Republican regime."

U.S. Taxation  
Washington, Sept. 10. Tax collections by Federal, State and Local Governments amounted to an average of \$344 and 48 cents for each of the 144,000,000 population of the United States during the year ended June 1947. The Federal Government received the largest share, according to statistics compiled by the Census Bureau. Total tax collections were nearly a fourth of the national income for the year.



## THE LEX COLUMN

### A sorry state

Suddenly, sorry seems a very easy word. But President Bill Clinton's serial apologising, as he struggles to win back the support of disenchanted political allies and the American people, is hardly reassuring for financial markets; it smacks of desperation. This sense of mounting crisis helps explain why the delivery of independent counsel Kenneth Starr's report to Congress and its imminent posting on the internet contributed to another big slide in US stock prices yesterday.

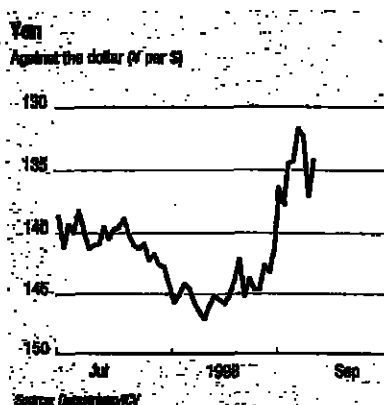
At this point, the president's troubles present at least two serious problems for the market. One is simply that the uncertainty surrounding the outcome of Mr Starr's investigation into Mr Clinton's conduct is unsettling. A few months ago, the market would have shrugged off such worries on the grounds of strong economic fundamentals and robust investor confidence. But with Japan in economic distress, Russia in crisis and other emerging markets in trouble, this is one uncertainty too far.

The second problem is the loss of strong US political leadership. In previous tight spots, such as Asia late last year, the US has used its clout to help galvanise support and restore global markets to a more or less even keel. The crisis in the White House can only lessen the chance that financial markets - both outside and inside the US - will recover.

#### Russia

Yevgeny Primakov's nomination as prime minister should temporarily fill Russia's power vacuum. Boris Yeltsin's forced retreat before Duma opposition to Victor Chernomyrdin provided final proof - if any were needed - of his diminished authority. But whether Mr Primakov will supply the strong, legitimate leadership needed to restart economic reform and reintegrate Russia into international capital markets is another matter.

On the positive side, Mr Primakov seems to have broad enough support to ensure the Duma's ratification. But it is extremely unclear what economic policy he will pursue. None of the options for dealing with Russia's crisis - a currency board, hyperinflation, traditional tight macroeconomic policy or a return to state control - is appealing. Mr Primakov may be less in hock than Mr Chernomyrdin



was to the oligarchs who have so disastrously hijacked policy-making in the past. But the worry is that he will, instead, need to gain support from the Communists. That could involve jumping from the frying pan into the fire and lead him to favour the worst of all policy options: a return to a command economy. Reports that a former head of the Soviet Gosplan state planning body will have an important role in government are not encouraging. With luck, Mr Primakov can stabilise the situation. If not, there is a risk that economic power will ebb away to the feuding regions, presaging political disintegration.

#### Japan

Dollar weakness has given the Japanese authorities an opportunity to try one more play to get the economy moving: easing monetary policy. While Wednesday's interest rate cut reversed the year's climb against the dollar, it remains about 17% short of its recent low. So the prospect of printing yen has been raised without much initial damage to the currency. The quarter-point interest rate cut is not very significant by itself. Arguably it simply addressed the undesirable tightening thrust on the economy by the strengthening currency. The last thing Japanese exporters - the remaining stalwarts of the economy - want is to lose that advantage.

The big question is whether the move presages a boost to the money supply. While a liquidity injection may well fol-

low, it would be premature to expect a no-holds-barred attempt to inflate Japan out of trouble. Such a move could easily trigger a free-fall in the yen. Why would Japanese investors bother to keep their money in yen if inflation really does take off? That would involve accepting a negative real interest rate at home when they can still enjoy positive real interest rates abroad.

In such circumstances, of course, the pressure would increase on the US Federal Reserve to cut rates too. But those holding out such a scenario as bullish for global equities are guilty of wishful thinking. A renewed slide in the yen could prompt a new round of Asian devaluations - marking a new phase in the international financial crisis.

#### BTR

Does yet another set of poor results from BTR mean it is time for Ian Strachan's head to roll? By any measure, his tenure at the diversified engineer has been an unhappy one. Yesterday's 18 per cent share price fall - on the back of a 24% interim pre-tax loss - takes BTR's underperformance since the start of 1996 to a spectacular 76 per cent. The problem is not so much the strategy BTR is pursuing - in transforming itself from a conglomerate to an engineering group - as its implementation.

What has laid BTR low has been the failure to produce the promised trade-off between improved sales growth and lower average margins. To judge from the performance of the four core engineering divisions, strong organic growth remains elusive. With all four businesses showing lower like-for-like profits, last September's promises of 10 per cent growth for some businesses and at least economic growth plus inflation for the rest have not been kept.

BTR's troubles undoubtedly reflect in part difficult market conditions, seen in the substantial de-rating of the engineering sector. Unless it is to break up completely - which seems unlikely to create much value - what the company needs is strong hands-on management to make the remaining businesses sing. From all the signs to date, there is little to afford shareholders confidence that the current management is up to the task.

## Trimble and Adams have first face-to-face meeting

Unionist leader backs conciliation and faces dissent from his supporters

By John Murray Brown

David Trimble, Northern Ireland's first minister, yesterday emerged from his first ever face-to-face meeting with Gerry Adams, the Sinn Féin leader, emphasising the importance of conciliation with nationalists, even on the sensitive issue of arms decommissioning.

Unionists were "not saying to people that you have to surrender arms or in any way feel humiliated", he said.

But he stressed that, if republicans were committed to peace, the dismantling of private armies was inevitable.

The 45-minute meeting, which took place in a small first-floor room in the vast Stormont parliament building, broke a long-held unionist taboo and promised to inject a new momentum into the peace process.

The meeting came as the Royal Ulster Constabulary signalled a further easing of security measures in the province. From this weekend, army patrols will be withdrawn from Belfast.

Mr Trimble described the meeting as "civilised", although he said they had not shaken hands. Mr Adams described it as "cordial".

Mr Adams said: "We are now dealing with the crisis in the way it should be dealt with - by direct dialogue."

Echoing Margaret Thatcher's description of Mikhail Gorbachev, he described Mr Trimble as "a man who I can do business with, he's a man I have to do business with because this is more important than the personalities involved."

"I put it to Mr Trimble that he and I had been cast in these positions and we had to narrow the gap. We had to find ways for him to help me and me to help him."

Mr Trimble faces dissent in his Ulster Unionist party over his decision to meet with the Sinn Féin leader before the IRA, its military wing, had started to disarm. Four party officials resigned yesterday, apparently in protest at their leader's meeting with Mr Adams.

Mr Trimble said he believed Mr Adams understood the republican

movement's obligations under the Good Friday agreement. He has insisted that, until the IRA starts to disarm, Sinn Féin should not be allowed to take its seats in the shadow executive, which is set to take over the running of the province from London.

In Dublin, Bertie Ahern, the Irish prime minister, welcomed the talks, which he hoped were a "prelude to further meetings between the two, and further progress."

However, he warned Mr Trimble that there was nothing in the agreement requiring the IRA to start disarming before the shadow executive was formed.

Seamus Mallon, the nationalist deputy first minister, had also been present at the meeting opened in one of the new assembly's committee rooms, before the two sworn enemies moved into an annex for 45 minutes of private discussions.

Mr Mallon said he hoped the meeting had "demystified" the process, and he called on both sides to draw a line in the sand and put their differences behind them.

## Setback for Globalstar after rocket crash destroys satellites

By Christopher Price in London

Globalstar Telecommunications, the US telecoms satellite operator, saw its share price drop 43 per cent in early trading yesterday when a rocket carrying 12 of its satellites crashed shortly after launch in Kazakhstan.

Loral Space & Communications, Globalstar's biggest shareholder and main backer, saw its shares drop 19 per cent.

The disaster destroyed almost a fifth of the satellites required by Globalstar's \$3m system. Analysts said it was likely to set back by several months the group's plan to launch a global hand-held mobile phone service next year.

The crash comes just a day after Iridium, another US satellite operator, said it was delaying the launch of its rival mobile phone system - the first to offer the possibility of making and receiving phone calls anywhere in the world - due to technical difficulties, including a damaged satellite.

But Globalstar said it had contingency plans that would mean it would be able to begin operations on time, late in 1999, although with fewer satellites.

Globalstar later told analysts that it would not use the Ukrainian-made Zenit rocket again but would switch to the Russian Soyuz model.

The Zenit is a very cost-effective launch vehicle because of its ability to carry 12 satellites. Like most other rockets, the Soyuz can only carry four.

Mark Orlman, managing director of CSP Associates, a US aerospace and telecoms consultancy, said the decision to switch away from the Zenit, which Globalstar was using to launch 36 of its 66 satellites, was a big setback for the company.

"The demand for satellite launchers is very high at the moment. This will add costs in time and money to the Globalstar system," he said.

He added that the Kazakhstan crash was "a major blow for Globalstar and a major blow for the entire satellite industry." Insurance rates were likely to go up as a result, he said.

Although the company did not comment on the cost of the explosion, analysts said each satellite was probably worth around \$25m each, adding up to \$300m. Globalstar said it was fully insured for any such accident.

The Zenit rockets, which were converted from Soviet ballistic missiles, reportedly blew up four minutes after launch.

Globalstar's system is scheduled to operate with 48 satellites, with another 16 spares.

Iridium said yesterday that it was planning for one satellite in its network to go wrong every two months. A third rival consortium, ICO Global Communications, is planning to launch its satellite phone service in 2000.

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Sacked Malaysian deputy prime minister Anwar Ibrahim is cheered by supporters after calling for government reform. Page 6. Picture: Reuters

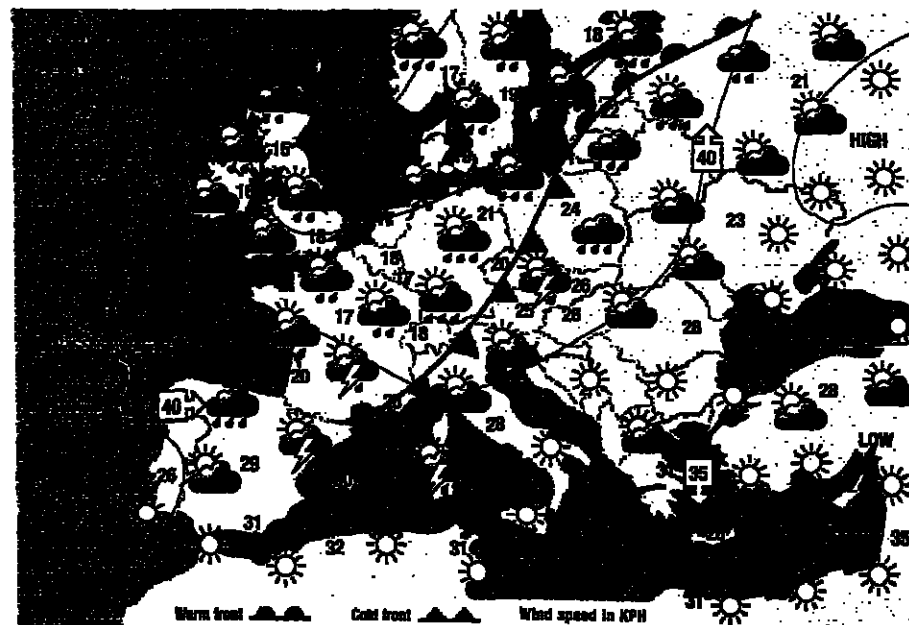
## FT WEATHER GUIDE

### Europe today

It will be cool and unsettled across western and central Europe. France and Germany will have sunny spells and showers. Norway, Sweden and Denmark will have more frequent showers, and Finland will have spells of steady rain. North-west Russia, the Baltic states and the Alps will have heavy rain and thunderstorms. South-west Russia through to the Balkans will be sunny. The western Mediterranean will have a few thundery showers, but elsewhere will be sunny and hot.

### Five-day forecast

Western and central Europe will become cool with sunny spells. It will become cold enough for some snow showers over the higher peaks of the Alps. The western Mediterranean will also become cooler, but eastern areas will remain hot and sunny.



Situation at midday. Temperatures maximum for day. Forecasts by FT WEATHER CENTRE

TODAY'S TEMPERATURES				Celsius				Fahrenheit						
Madrid	Sun	23	London	Sun	15	Edinburgh	Sun	15	Moscow	Sun	15	Rangoon	Thunder	Shower
Amsterdam	Sun	17	Birmingham	Sun	15	Manchester	Sun	15	Madrid	Fair	28	Paykipp	Shower	28
Paris	Sun	17	Cardiff	Sun	15	Glasgow	Sun	15	Melbourne	Shower	20	Rio	Cloudy	20
Berlin	Sun	17	Belfast	Sun	15	Newcastle	Sun	15	Stockholm	Shower	15	San Francisco	Fair	20
Rome	Sun	23	Stockholm	Sun	15	Liverpool	Sun	15	Osaka	Shower	15	Seoul	Shower	20
Warsaw	Sun	17	Helsinki	Sun	15	Sheffield	Sun	15	London	Cloudy	20	Stockholm	Shower	15
Prague	Sun	17	Tallinn	Sun	15	Nottingham	Sun	15	Melbourne	Fair	31	St Petersburg	Shower	20
Budapest	Sun	17	Riga	Sun	15	Leeds	Sun	15	Moscow	Thunder	25	Sydney	Shower	20
			Vilnius	Sun	15	Sheff	Sun	15	Madrid	Fair	28	San Francisco	Shower	20
			Moscow	Sun	15	Cardiff	Sun	15	Melbourne	Shower	20	Rio	Cloudy	20
			St Petersburg	Sun	15	Belfast	Sun	15	Stockholm	Shower	15	San Francisco	Fair	20
			Kiev	Sun	15	Stockholm	Sun	15	Osaka	Shower	15	Seoul	Shower	20
			Oslo	Sun	15	Helsinki	Sun	15	London	Cloudy	20	Stockholm	Shower	15
			Stockholm	Sun	15	Tallinn	Sun	15	Melbourne	Fair	31	St Petersburg	Shower	20
			Riga	Sun	15	Leeds	Sun	15	Moscow	Thunder	25	Sydney	Shower	20
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INSIDE

**Indonesia's Astra to cut costs and restructure debt**

Carmaker Astra International, Indonesia's flag ship, almost sank under fire from the Asian crisis, but now it is restructuring. Astra is cutting costs and offering its creditors a debt restructuring proposal in return for ceding majority control of its car production ventures and selling non-core businesses. Page 15

**Hoechst sale continues streamlining**

Hoechst, the German life sciences group chaired by Jürgen Dornmann (left), is to sell its Vianova synthetic resins division to the private equity arm of Deutsche Bank. Mr Dornmann is attempting to turn the once sprawling chemicals giant into a leaner company focused on pharmaceuticals and agrochemicals. The sale is valued at around DM800m (\$464m). Page 14

**BTR shares fall 18 per cent**

Shares in BTR, the UK group, plunged 18 per cent to a 14-year low, as another set of disappointing data forced analysts to cut profit forecasts by more than £100m (\$165m). Page 17

**Swedish bank ups Hansapank stake**

FöreningsSparbanken, one of Sweden's leading lenders, increased its stake in Hansapank, Estonia's largest bank, to more than 30 per cent in an apparent bid to frustrate an alliance between Hansapank and Skandinaviska Enskilda Banken. Capital Markets, Page 20

**Coffee groups call for free imports**

Indian coffee shipping groups have asked the government to allow the free import of robusta coffee from Indonesia to cover a shortfall in Indian supply. Commodities, Page 22

**Foreign groups buy Panama stakes**

Union Famosa, the Spanish group, and Constellation Power of the US agreed to pay a total of more than \$300m for stakes in three electricity distribution companies in Panama. Page 16

**Wassall trumps Cooper bid for TLG**

Wassall, the industrial conglomerate, has trumped a bid by Cooper Industries of the US for TLG, the UK lighting group, with a £351m cash offer. News of the 176p-a-share bid sent TLG shares higher, on talk that Cooper could raise the offer it made last week. Page 17

**Cantor hits back at suit from CBOT**

The new Cantor Financial Futures Exchange, the first US "electronic" futures exchange, hit back at a Chicago Board of Trade lawsuit that challenges its authorisation, accusing CBOT of using "bullying and pressure" to retain its position. Capital Markets, Page 20

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**Fresh tremors hit global markets**

By Philip Coggan, Jeremy Grant and Kenneth Gooding

Clinton troubles add to pressure on stocks and dollar

The impeachment threat facing President Bill Clinton combined with the latest twist in the emerging markets crisis to send financial markets into a spin yesterday.

The US stock market and the dollar were hit by concerns about President Clinton's future, while government bonds and gold benefited from their perceived "safe haven" status.

The falls dashed hopes that global equity markets had reached a turning point after the recent correction that began in mid-July. The Dow Jones Industrial Average rose 880 points on Tuesday, a record one-day points rise. But it fell 155 points on Wednesday, and an hour before yesterday's close it had lost about 240 points during the trading session.

Doubts about the prospects for corporate earnings growth, after the Procter & Gamble warning on Wednesday, added to investor woes.

The dollar fell to a 16-month low against the D-Mark and added to the pressure on stock markets in Europe, where exporters have benefited over the past few years from the steady depreciation of their currencies against the dollar.

The Paris and Frankfurt

stock markets each fell by more than 4 per cent, and in London the FTSE 100 index failed to take cheer from the Bank of England's hints that interest rates had peaked, falling 174.7 to 5,138.6.

Fears grew that Latin America would be the next region forced into devaluation and economic downturn, which would have significant consequences for the US economy.

A statement from the Brazilian central bank on the country's worsening situation, and signs of further capital flight, sent the Brazilian stock market down by 10 per cent in early trading. Other Latin

American markets fell in its wake, as did the shares of US banks, which are heavily exposed to the region.

In Europe, the retail banking sector of the FTSE Eurotop 300 index fell 6 per cent after Société Générale on Wednesday became the latest bank to make provisions against emerging market losses.

All these worries enhanced the attractions of government bond markets, where futures contracts hit record highs and the yield on the benchmark US 30-year long bond sank to an all-time low of 5.22 per cent in early trading. In Germany, the yield on the benchmark 10-

year bond contract slipped close to 4 per cent, and in London, the 30-year gilt yield fell below 5 per cent.

The rebound in gold was the first time in the current crisis that bullion had shown signs of being regarded as a safe haven, a role it held before the 1980s. In London, gold was fixed at \$350 a troy ounce, up \$7.55 from Wednesday's afternoon fix.

"As money looked for somewhere to go, gold got a bit of residual interest," said Andy Smith, analyst at Mitsui trading group. "It was the least worst option for some people."

Bonds, Page 20  
Currencies, Page 21  
World stock markets, Pages 26-32

**Banking shares fall on fears of further exposure**

By George Graham in London

Bank shares fell across Europe this week as more institutions disclosed their exposure to Russian creditors. But analysts fear there could be another \$20bn of exposure yet to be revealed.

Data on bank lending to Russia compiled by the Bank for International Settlements, the Basel-based central banks' organisation, suggest total exposure of \$72bn. About 30 per cent of this is not so far accounted for.

"There is still a large discrepancy between aggregate bank exposure as reported in the BIS data and the exposure reported by individual banks," said Charles Prescott of Fitch IBCA, the credit rating agency.

The largest exposure so far reported is Credit Suisse First Boston's \$2.2bn. Deutsche Bank has DML\$50m (\$70m) of loans not covered by state guarantees. French banks have also seen their share prices fall this week after disclosures about the scale of their exposures.

Bank Austria appears vulnerable in relation to its size. Austria's largest bank this week acknowledged it might need to make provisions of between AS\$4.5bn (\$197m) and AS\$4.5bn in relation to derivative contracts used to hedge its holdings of Russian securities. This would come on top of the AS\$4.2bn it provided against its on-balance sheet credit exposure of AS\$14.5bn.

But damage to European banks may be limited, since much of the money lent, particularly by German and Italian banks, is guaranteed by their governments' export credit agencies. Some credits are also secured by hard currency assets due to be paid to Russian exporters such as Gazprom. Fitch IBCA estimates that 45 per cent of total bank exposure is covered by government-owned export agencies, and another 7 per cent by hard currency collateral.

But the state of the Russian banking system has thrown doubt on the value of derivative contracts western banks set up to hedge their exposure on GECOs - Russian Treasury bills. This kind of swap may show up as a small exposure when the bank reports its results, but could turn into a larger problem if the counterparty defaults, as many Russian banks are expected to do.

Banks have differed over whether to include indirect exposures, such as loans made to hedge funds which are themselves deeply at risk in Russia.

Barclays said ten days ago it expected to take a charge of \$280m in the second half of this year to cover losses on its total banking and securities trading exposure of \$240m. It used an exchange rate of Rb\$13 to the dollar. Eight days later, CSFB valued its exposure using an exchange rate of Rb\$25 to the dollar.

While few banks' Russian exposure is worse than 10 per cent of their equity base, the effect of Russia's problems, on top of the loan losses incurred in Asia, is starting to eat into capital. Any extended contagion to Latin America would compound the difficulties.

Banking shake-up, Page 14

**Plea over Russian bank debt**

Potatin calls on creditors to renegotiate loans

By Chryelle Freeland in Moscow

Russian banks will be unable to repay their debts to western creditors unless the terms are radically eased, the head of one of Russia's most powerful financial and industrial groups said yesterday.

Vladimir Potatin, head of Interros, said that Oleximbank, the group's banking arm, was considering defaulting on its rouble forward contracts and would press for renegotiation of its other loans.

In an interview, Mr Potatin said neither Russia nor its western creditors fully appreciated the depth of the country's economic crisis. He said it was time to renegotiate the terms between Russian banks and their western creditors.

"All our banks have collapsed. We now understand clearly that to fulfil our debts fully is impossible, so I think that banks must begin talks with their creditors now, while they are still alive," he said.

Mr Potatin, who had tried to position himself as most investor-friendly of Russia's bankers, said he expected western creditors to be furious when confronted with the depth of the country's losses, including those of Oleximbank.

"I think it will be very hard for us to convince [western] investors we are all in the same boat. There will be distrust," he said.

As for the group's other loans, he said he would ask investors to extend the maturities of the credits, ease the terms and perhaps even discount the debt. If investors were unwilling to renegotiate, Mr Potatin said they could instead choose to take possession of the Russian assets against which the loans had been secured.

"Either extend the maturity or let us go through bankruptcy proceedings and we will give you the assets. If you think we are poor managers, go ahead and take the assets," he said. "We will not steal."

Mr Potatin said that, if they wished, he would offer lenders control over "major assets", including Moscow real estate and industrial enterprises such as Perm Motors, a producer of aircraft engines. He said Interros might even be forced to give up a stake in Swazinvest, the telecoms company at the centre of Russia's most controversial privatisation.

However, the hazards of doing business in Russia are likely to make outside investors reluctant to take Russian factories instead of repayment of their loans.

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Sombré Vladimir Potatin, head of Interros, is expecting a furious reaction from Western creditors

**Rio Tinto slips 7% to \$551m in first half**

By Kenneth Gooding, Mining Correspondent

Rio Tinto, the world's biggest mining group, reported first-half net earnings 7 per cent lower at US\$62m, describing the drop as "robust" against a background of market turmoil in Asia and sharply lower prices for some products.

Robert Wilson, chairman, said: "This business is more resilient than the market perceives. There is no reason why we should not go on providing this unusual resilience."

The results were in line with expectations and forecasts for the full year were left unchanged, at about \$1.11bn against \$1.22bn in 1997. John Syropoulos at HSBC Securities, who expects \$1.06bn, said of the first half: "This was a creditable performance in the conditions."

Nevertheless, Rio's price fell with the rest of the market and it closed down 23p, or 3.7 per cent, at 559p.

Rio said the drop in commodity prices hit earnings by \$27m. This was partly offset by \$107m in efficiency gains, \$124m from exchange rate gains and \$15m from increased sales volumes.

Consequently, the group's margins remained stable at 23 per cent and operating cash flow remained strong at \$1.2bn, up from \$1bn in the first half of last year.

Cost savings from the merger two years ago between RTZ and CRA are running at more than \$350m annually, ahead of the indicated \$300m. Rio is maintaining its

interim dividend at 16p cents, a 4 per cent reduction to 9.96p for UK shareholders and a 24 per cent increase to 27.96 Australian cents.

Mr Wilson said Rio would do well if it achieved similar cost savings in the second half. Commodity prices were down as far as possible so would show little change. Exchange rates had been changing too fast to be able to forecast.

"We have been consistent in our focus on high-quality assets, managed as efficiently as possible. We have worked hard and successfully in recent years to ensure satisfactory returns even in today's weak markets."

"As a result, our earnings and cash flow remain very healthy and we are redoubling our efforts to find new ways of creating long-term shareholder value," he added.

Rio has bought 3.8 per cent of its own shares in Australia for US\$135m and Mr Wilson said there might be a "modest" buy back in Britain even before changes in UK Advance Corporation Tax next April.

Four of Rio's six product groups - iron ore, industrial minerals, Comalco and energy - reported earnings increases averaging 22 per cent while earnings from the copper group and gold and other minerals fell by 30 per cent and 14 per cent respectively.

Half-year turnover was down 5 per cent at \$4.45bn, profit before tax slipped by 8 per cent to \$942m and earnings per share were down by 7 per cent to 39.4 cents.



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## COMPANIES &amp; FINANCE: EUROPE

FRANCE ECONOMIC UPTURN IN WESTERN EUROPE GIVES BOOST TO PROFITS DESPITE CRASHES IN RUSSIA AND ASIA

## Banks offset effects of financial crisis

By Samer Iskandar in Paris

The pick-up in economic activity in France and western Europe has helped French banks partially offset the negative effects of the financial crises in Russia and Asia.

Paribas yesterday announced first-half net income of FF4.21bn (\$722m), up 25 per cent from the same period last year. Profits at Banque Nationale de Paris were also up 25.6 per cent at FF3.99bn, while Crédit Com-

mercial de France rose 39.2 per cent to FF1.12bn.

The three banks reported strong growth in domestic operations, with deposits rising 10.5 per cent at CCF. BNP said the first half was "characterised by strong activity in terms of new deposits and the continuation of growth in lending, both to companies and individuals".

Paribas also benefited from the integration of Compagnie Bancaire, its retail banking operation.

"We are beginning to see the benefits of the merger," said André Lévy-Lang, chairman. "We can already feel the effects of growth in retail services."

Bank shares were among the worst performers yesterday in a falling market. While the CAC-40 index closed 4.89 per cent lower, Paribas lost 7.6 per cent to FF420, CCF 6.3 per cent to FF385.9 and BNP 8.7 per cent at FF337.8.

Analysts said the fall was technical, and not due to the

provisioning of Russian and Asian exposures. Shares had outperformed other sectors in previous sessions.

Provisions were in line with expectations, after Société Générale announced earlier this week that it was booking a FF2.5bn general provision in its first-half results "to take into account the emerging markets crisis". Its shares yesterday closed 11.8 per cent lower at FF441.

Paribas included in its first-half results FF2.2bn in

provisions linked to the Russian and Asian crises, covering 35 per cent of its exposure to these markets as calculated at the end of August.

BNP also raised its provisions by FF1.9bn to FF4.9bn for the five troubled Asian economies: South Korea, Indonesia, Malaysia, the Philippines and Thailand. The bank said its Russian exposure amounted to FF4.3bn at the end of July, consisting of FF2.8bn of foreign currency-denominated sovereign debt.

The outlook for the second half, however, is less promising. Charles de Croisset, chairman of CCF, said the bank's objective was to "confirm in the second half our strong performance, in a more difficult environment".

In spite of the current crisis, Mr Lévy-Lang expected Paribas's return on equity to match last year's 13 per cent, "unless there is a global meltdown". The long-term target of 15 per cent would be reached in 2000.

## Deutsche Bank unit to buy Hoechst division

By Graham Bowley in Frankfurt

Hoechst, the German life sciences group, is to sell its Vianova synthetic resins division to the private equity arm of Deutsche Bank.

The sale, valued at around DM500m (\$464m), is the first private equity deal since the reorganisation of the German bank's asset management business this year.

The deal continues Hoechst's wide-scale restructuring. Jürgen Dormann, chairman, is attempting to turn the once sprawling German chemicals giant into a leaner company focused on pharmaceuticals and agrochemicals.

A letter of intent is expected to be agreed between Hoechst and Morgan Grenfell Development Capital -

Deutsche Bank's private equity division - at the start of next week.

This year, the bank has reorganised all of its asset management business under Michael Dobson, board member of Deutsche Bank.

This restructuring has brought together DWS, Deutsche's German retail asset management fund, with institutional asset management, which was part of Deutsche Morgan Grenfell, the former investment banking arm.

The deal is the second sale by Hoechst of a division to financial investors in the past month. At the end of August, it sold Herberts, its paints company, to Kohlberg Kravis Roberts, the US private equity investor, in a DM3bn deal.

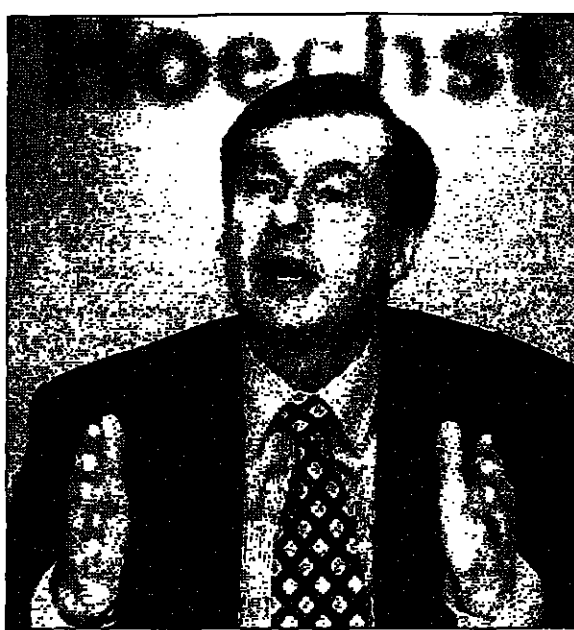
Hoechst said Deutsche Bank had beaten a number of financial investors and industrial competitors interested in buying Vianova.

Deutsche's private equity division is using an existing \$350m (\$522m) private equity fund to pay for the Hoechst division, which employs 1,700 people in Germany and Italy.

Deutsche Bank is also taking a direct stake in the company, but this is intended to be bridge financing until a new private equity fund is raised.

Graham Hutton, chief executive of Morgan Grenfell Development Capital, said existing management would stay in place at Vianova and would participate in the buy-out.

He said Morgan Grenfell



Tightly focused: Jürgen Dormann favours a leaner business model

Development Capital, which wants to push more aggressively into the German market, intended to retain and develop Vianova for up to

five years. He said it was possible that the company, which has annual revenues of around DM900m, could grow through acquisitions.

## Sell-off plan values CNP at FF22bn

By David Owen in Paris

Caisse Nationale de Prévoyance is set to be floated on the Paris stock exchange in a move likely to value the life assurance group at FF20bn-FF22bn (\$3.5bn-\$3.9bn) and to raise FF7.5bn-FF8bn for the French state.

Under plans outlined yesterday, about 22 per cent of the group's capital will be placed on the market in coming weeks, if conditions permit.

The company will remain under public sector control, however, with 60 per cent of its capital in the hands of the Caisse de Dépôts et Consignations, the state-controlled financial institution, and the French post office.

Under the plans, the state - which owns 42.4 per cent of the capital - will sell about 51m of its 54m shares. There will also be a FF1.5bn capital increase, consisting of about 9.8m new shares.

A minimum of about 25m shares will be placed on the market, with a large chunk of the remainder earmarked for existing shareholders.

After the planned operations, the state's holding in CNP would have fallen to 1 per cent, while that of the Caisse de Dépôts et Consignations would rise from 30 to 40 per cent.

The stake of the post office would rise from 17.5 to 20 per cent and that of the Caisse d'Épargne savings network from 10 to 12.5 per cent.

In addition, a total of 4 per cent of CNP's capital would go to "new partners" likely to include Swiss Reinsurance, one of Switzerland's largest reinsurers.

The share sale will involve a fixed-price offer for private investors of a minimum of 1m shares and a placement with French and foreign institutions of about 13m shares. The indicative price range for the flotation is FF146-FF160. Private investors will pay FF14 a share less than institutions.

The pre-placement period began yesterday, with the price due to be fixed on September 23. The shares would be quoted from October 6.

The company is the biggest life insurer in France with more than 15 per cent of the market.

## Breuer sees European banking shake-up

By Andrew Fisher in Frankfurt

Banks in Germany, France and Italy face "massive consolidation" as the pressures of globalisation, the arrival of the euro and the advance of electronic and internet banking force them to combine in more competitive units, Rolf Breuer, chairman of Deutsche Bank, said yesterday.

Cultural barriers to cross-border mergers and acquisitions would slowly disappear, Mr Breuer has said previously. That Deutsche, Germany's biggest bank, was experiencing difficulties expanding in France.

But he said yesterday that Germany was also resistant to foreign takeover and merger attempts. It also remained to be seen whether

foreign banks would be allowed to play a significant role in Italian bank restructuring.

"Over time, euroland will have to open up," he said. But countries' emotional and psychological objections to deals involving big foreign banks could be mitigated if there were in specialised areas such as retail or investment banking.

"That would be more likely to be successful than if a big elephant comes along and the small one [the target bank] says 'My God, that's the end of my 100-year history'." He said the trend towards specialisation in banking was increasing as information technology opened up competition from non-banks in retail, broking and other banking services.

Thus German-type universal banks, grouping an array of retail and wholesale activities under one roof, were being forced to change. "Our business is characterised by developments in IT," Big banks would have to adopt a "multi-specialist" approach, using their strong brands and customer links to win business through customised services and products.

## Volvo aims to raise margins in shake-up

By Haig Simonian, Motor Industry Correspondent

Volvo expects to raise profit margins in its truck, bus and other non-car businesses by up to two percentage points by improved co-ordination of product development, purchasing and logistics.

Leif Johansson, group chief executive, said he expected operating profits to increase by up to SKr2bn (\$251m) a year once the measures took effect. He warned, however, the savings would not necessarily feed into Volvo's net profits, as the benefits might be partly eroded by weaker prices or heavier marketing costs.

Mr Johansson, who has instituted a review of Volvo's operations, stopped short of regrouping Volvo's truck, bus, construction equipment and marine

engine operations into a new "commercial products" division. With sales of about SKr100bn a year, turnover in commercial products is on a par with Volvo's core car division.

"We might have become even more focused, but that would have created a structure which would have added more costs," he said.

The changes would roughly halve the number of companies supplying Volvo's commercial products operations to 2,000, significantly reducing its SKr42bn a year purchasing bill.

Up to six of the group's biggest suppliers, such as Bosch and Valeo, which sell parts across the group, would be controlled centrally to co-ordinate and cut prices.

Mr Johansson cited numerous cases in commercial products where money

could be saved by improved co-ordination in product development, purchasing, logistics or distribution.

Volvo's bus subsidiary alone currently bought seats from more than 50 suppliers. "I could well see us working with three, four or five."

Savings of SKr500m a year would come from harmonising engine needs within the next three years. Future products will use one family of large diesel engines, to be sourced internally, and two families of smaller diesels under development by Deutz. Volvo agreed to develop future engines in the 4.7 litre range with the German diesel specialist.

Mr Johansson said the group would outsource other big components when they could be produced more cheaply by outsiders.

## Strong growth at Rheinmetall

By Tobias Buck in Bonn

Rheinmetall, the fast growing German industrial group, yesterday reported strong first-half growth and forecast record pre-tax profits of more than DM200m (\$116m) for the full year.

Pre-tax profits in the first six months were DM102m, up from DM121m last year, but the company insisted that figure was of little significance since the bulk of sales, particularly in Rheinmetall's engineering and defence units, were booked in the second half.

Group sales rose 35.4 per cent year-on-year to DM3.6bn, while orders increased 43.7 per cent to DM4.29bn.

The order book value rose 16.9 per cent to DM7.35bn at the end of June, compared with the previous year.

The group predicted full-year sales of DM8.1bn, and added that it was on track to achieve its declared goal of sales exceeding DM10bn by 2000.

All of Rheinmetall's divisions contributed to sales growth in the first six months, the company said, adding that all divisions would contribute to full-year profits.

Rheinmetall's automotive division, accounting for 41 per cent of group sales, had enjoyed particularly strong growth, reflecting the recent upswing in the car industry.

The Düsseldorf-based conglomerate, which has more than 50 subsidiaries, has over the past few years built up its core defence activities and invested massively in diversification in the field of car-parts and engineering.

## Olivetti challenge to Telecom Italia service

By Paul Botts in Milan

Olivetti yesterday stepped up its challenge to Telecom Italia's dominant position in the Italian telecommunications sector by launching two years before schedule a rival fixed-line service for the residential market.

Infostarda, the Olivetti fixed-line telephone subsidiary jointly controlled by Mannesmann of Germany, is seeking to attract 200,000 domestic subscribers by the end of this year, growing to 1m by 2000.

The subsidiary started offering services to business users in June and installed its first public telephone boxes in competition to Telecom Italia last month.

But yesterday's move is much more significant, in that the Olivetti subsidiary is now taking on Telecom Italia in its traditional residential telephone market.

Roberto Colaninno, Olivetti chief executive, said the move reflected the company's high growth expectations for both its fixed-line and wireless telecommunications activities.



Roberto Colaninno: high expectations for growth

Olivetti was also the first private company to challenge the country's telephone monopoly when it launched three years ago its Omnitel mobile telephone venture, which has now captured 4.7m subscribers in the fast growing Italian market.

Omnitel's bigger competitor, Telecom Italia Mobile (TIM), has also enjoyed strong growth. TIM reported this week a 71 per cent rise in first-half net profits to L1,050bn and said it had attracted a further 3.2m subscribers since

the beginning of the year. TIM now has 12.5m subscribers, making it the largest cellphone operator in Europe. Olivetti said Omnitel had now become Europe's third-largest operator of GSM cellphones.

In the fixed-line sector, Infostarda is planning L2,000bn (\$1.17bn) of investments over the next two years, and has set a target of annual revenues of L1,000bn by 2000.

However, Marco De Benedetti, Infostarda chairman, said the Olivetti subsidiary was still handicapped by Italian regulatory obstacles that gave competitive advantages to Telecom Italia.

Both Telecom Italia and Olivetti will soon face competition in both the cellular and fixed-line market from a third competitor, the Wind consortium combining Enel, the Italian state electric utility, with France Telecom and Deutsche Telekom.

Wind is due to begin experimental services in Rome and Milan at the end of this year, and plans to offer its first fixed-line business services by Christmas.

## KBC coy on Rabobank link-up talk

By Neil Buckley in Brussels

KBC, the new Belgian banking and insurance giant, yesterday played down prospects for an alliance with Rabobank, but said there had been contact over possible co-operation with Robeco, the Dutch bank's fund management arm.

The Belgian group, formed this summer from the merger of Kredietbank, Belgium's second biggest, Cera, the co-operative bank, and ABB, an insurer, is now Belgium's biggest company by market capitalisation. Its maiden results showed a 16 per cent increase in pro forma first-half net profits to BF15.79bn (\$444m), marginally below analysts' forecasts.

Kredietbank was known to have had talks with Rabobank, and analysts speculated about a further international alliance - possibly creating a dual-centred group similar to the Belgio-Dutch Fortis group.

The bank said this summer it would resume contact with Rabobank once its Belgian merger was completed, but Remi Vermeiren, KBC chief executive, warned yesterday against "unrealistic expectations".

"We are not talking about a major merger, with broad scope," he said. "The talks are quite constructive, but we are talking about individual, specific, joint

operations."

He added that KBC had had discussions about "joining efforts" with Rabobank's Robeco - the Netherlands' biggest manager of client funds - as the group sought to internationalise KBC Securities, its fund management business, but no conclusions had been reached.

Mr Vermeiren said KBC had registered its interest in the privatisation of CSOB, the Czech foreign trade bank, and in the Romanian development bank.

He said the first-half profit increase reflected a "significant" rise in net commission income on the banking side, plus a favourable trend in both life and non-life insurance activities.

Total gross revenues increased 32 per cent from BF17.7bn to BF19.45bn, with operating costs up only 12.5 per cent from BF12.85bn to BF14.19bn.

Group profits before tax increased 42 per cent to BF12.94bn, with insurance profits up 45.3 per cent to BF7.71bn, and banking up 40.6 per cent to BF5.23bn.

Writedowns and provisions for credit risks increased from BF1.31bn to BF1.2bn. The group also made a BF1.4bn transfer to its fund for general banking risks, and made a BF1.71bn provision for its insurance business.

Earnings per share increased 14 per cent from BF46.7 to BF53.4.

## Audi pledges to keep Cosworth independent

By John Griffiths

Volkswagen's Audi division yesterday pledged to preserve the independence of following completion of the UK engineering consultancy's sale by Vickers to the German group for £117m (\$195m).

In a move aimed at reassuring about a dozen vehicle or engine manufacturing companies for which Cosworth is working, Franz-Josef Paefgen, Audi chairman, said the German group had already put in place "all the confidentiality measures necessary to protect the interests of Cosworth Technology's customers".

Audi's move to stress Cosworth's independence coincides with big management changes, including the departure as chairman of Charles Matthews, who steered Cosworth through a period of rapid expansion.

Insiders at the company insisted, however, that the departure of Mr Matthews, 44, was harmonious and that Audi had tried hard to keep him. He is to serve as a consultant until at least the end of the year.

He is to be succeeded by David Bate, formerly human resources director. Mr Bate is expected to preside over

what Audi intends to be an accelerated period of growth for Cosworth Technology, which groups together the engineering, castings and powertrain consultancy divisions. It excludes Cosworth Racing, which Audi is selling to Ford - its principal customer - for an estimated £50m.

The operations are profitable and turned over about £80m last year.

Audi is poised to place several large contracts with its new subsidiary but is anxious for the independent consultancy to grow in tandem. "Audi knows and fully accepts that there are whole areas of Cosworth from which it will be barred," Cosworth said last night.

The company also has a new deputy chairman, Klaus Blicke, 43. He has most recently been in charge of Audi's manufacturing operations in China.

The moves coincide with management changes at Audi's operations in North America. Gerd Klaus, currently Audi vice-president in charge of Audi of America, is to become president and chief executive of Volkswagen of America and will be replaced by Len Hunt, currently director of Audi UK, from January.

## Promodès ahead 17.6% to FF621m

By David Owen in Paris

Promodès, the French retailer, which last year launched a failed FF31bn hostile takeover bid for its rival Casino, has reported a 17.6 per cent increase from FF528m to FF621m (\$107m) in first-half net attributable profits.

The result was achieved on turnover ahead 8.4 per cent at FF56.2bn.

Rallye, which now owns 53.6 per cent of Casino's capital, up from about 28 per cent a year ago, reported a

first-half net profit of FF425m on turnover of FF731.8bn. It said Casino's results were strongly ahead.

Net attributable profit, however, fell from FF183m to FF103m. The group attributed this to increased financial costs linked to the increase of Rallye's stake in Casino, losses at Athlete's Foot, a US sports retailer, and a FF95m exceptional gain in the 1997 first half.

It said Casino's accounts had been integrated with those of Rallye since March 1.

Notice of Market Price Adjustment to the Noteholders of  
STB Cayman Capital Limited  
\$110,000,000,000  
0.5 per cent. Mandatory Exchangeable Subordinated  
Guaranteed Notes Due 2007  
(the "Notes")  
exchangeable for shares of common stock of and  
guaranteed on a subordinated basis by  
The Sumitomo Trust  
and Bank of America, Limited  
(the "Bank")  
Noting is hereby given that, the Exchange Price at which the Notes may be exchanged  
into Shares of the Bank, will be adjusted in accordance with the Section 11.4(a) of the  
Indenture dated June 25, 1997 among STB Cayman Capital Limited, the Bank and  
Citibank International Trust Company, Limited, relating to the Notes, effective from October 1,  
1998. The Exchange Price immediately before such adjustment has been  
Yen 1,533 and the Exchange Price after such adjustment will be Yen 500  
STB Cayman Capital Limited  
September 11, 1998

## MINORCO

## NOTICE TO HOLDERS OF BEARER SHARE CERTIFICATES - PAYMENT OF COUPON NO.22

With reference to the notice of interest dividend advertised in the press on September 4, 1998, the following information is published for the guidance of holders of bearer share certificates:

The dividend of 22 cents was declared in United States currency. The dividend will be paid on or after October 22, 1998, against surrender of Coupon No. 22 detached from bearer share certificates as follows:

(a) at the offices of the Corporation's Continental paying agents: Banque Générale du Luxembourg, Caix du Nord, 50, rue d'Anjou, 1000 Paris, L-2991 Luxembourg, Grand Duché de Luxembourg, France

(b) at the offices of Computershare Services PLC, First Floor, 3-10 Great Tower Street, London EC3N 3ER. Unless percent dividend coupons at such office request payment in United States dollars (in which case they must comply with any applicable Exchange Control regulations), payment will be made in United Kingdom currency either:

(i) in respect of coupons lodged on or prior to October 15, 1998, at the prevailing rate of exchange on the day the proceeds are remitted to Computershare Services PLC in London;

(ii) in respect of coupons lodged on or after October 16, 1998, at the prevailing rate of exchange on the day the proceeds are remitted to Computershare Services PLC in London.

Coupons may be left for at least four clear days for examination (eight days if payment in United States currency has been requested) and may be presented any weekday (Saturday excepted) between the hours of 10 a.m. and 3 p.m.

United Kingdom income tax will be deducted from payments to any person in the United Kingdom in respect of coupons deposited at the offices of Computershare Services PLC in London, unless such coupons are accompanied by a valid Revenue non-residence declaration form. Where such deduction is made the net amount of the dividend, after deducting United Kingdom income tax at 20% will be 17.6 cents (United States) per share.

In the case of payments made in United Kingdom currency the sterling equivalent of the net dividend will be calculated in accordance with sub-paragraph (ii) above.

Copies of the interim report of Minorco for the six months to June 30, 1998 will be available from the Registered Office of the Corporation and the offices of the paying agents referred to above on or about September 17, 1998.

By Order of the Board  
N. Jordan, Secretary  
September 10, 1998  
Minorco Société Anonyme  
R.C. Luxembourg No. B12199

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# Large Brierley writedowns lead to losses of NZ\$904m

The board was also seeking a new chairman. At the board meeting last week Sir Roger agreed to step down under pressure from Camerlin directors.

Moody's, the credit rating agency, has downgraded the long-term debt of Marubeni, one of Japan's leading trading companies, from A3 to Baa2 on concerns about its long-term prospects. The downgrade reflects growing concerns about the outlook for Marubeni, which is vulnerable to the downturn in Japan's domestic economy as well as the currency crisis and subsequent slump in Asian markets. In particular, Marubeni's exposure to Chandra Asri, an Indonesian petrochemical project in Indonesia in which it has a 21.2 per cent stake, has been a focus of concern. Michiyo Nakamoto, Tokyo

Trigem, formed in 1980, turned over \$800m in 1997 and has the largest share of the Korean PC market.



**The "Shell" Transport and Trading Company, Public Limited Company**

**Interim Dividend 1998**

Notice is hereby given that a balance of the Register will be struck on Friday, 2nd October, 1998 for the preparation of warrants for an Interim dividend for the year 1998 of 5.3p per 25p Ordinary share payable on Monday, 2nd November, 1998. The Interim dividend will be paid as a foreign income dividend.

For transferees to receive this dividend, their transfers must be lodged with the Company's Registrar—Lloyds Bank Registrars, The Causeway, Worthing, West Sussex BN99 6DA, not later than 3pm on Friday, 2nd October, 1998.

**Share Warrants to Bearer**

The Coupon to be presented for the above dividend will be No. 202 which must be deposited at Lloyds Bank Registrars, Corporate Actions, Receiving Bank Services, Ground Floor, P.O. Box 1000, Antholin House, 71 Queen Street, London EC4N 1SL (not later than 3pm on Wednesday, 21st October, 1998, to receive payment on Monday 2nd November, 1998) or may be surrendered through Messieurs Lazard Frères et Cie, 121 boulevard Haussmann, 75382, Paris Cedex 08.

By Order of the Board  
Miss J.E. Munsiff  
Secretary

Shell Centre,  
London SE1 7NA  
10th September, 1998



## COMPANIES &amp; FINANCE: THE AMERICAS

BANKING CITICORP, BANKBOSTON, NATIONSBANK AND BANKAMERICA SHARES SUFFER FALLS OF AT LEAST 9% BY MIDDAY

## Bank stocks fall on Latin America turmoil

By John Authers in New York and Victoria Griffith in Boston

Bank shares resumed their terrifyingly swift downward progress on Wall Street yesterday morning, with Latin American exposures now taking prominence as the main source of alarm.

By midday, the Philadelphia Stock Exchange/Keefe, Bruyette & Woods bank index, the main benchmark for the sector, had shed more than 6 per cent, off 39.36 for the day at 612.79.

The index peaked at more than 930 less than two months ago.

All of the largest banks saw serious declines with Citicorp, NationsBank, and

BankAmerica all suffering falls of 9 per cent or more. One of the worst falls was suffered by BankBoston, which by mid-session had shed 8.32 per cent, down \$3.44 for the day at \$33.44.

Its high, set in July, was \$59.44. The bank was paying the price for its heavy exposure to emerging markets, particularly in Latin America.

About 20 per cent of BankBoston's earnings come from Brazil and Argentina, where it has extensive local commercial banking operations.

Two weeks ago, the group announced that its quarterly loss on trading positions had reached \$30m, including a \$10m loss in Russia.

All bank rating agencies

agree that a downturn in Latin America is potentially much more serious for US banks than the collapse of the Russian economy.

Gregory Root, president of Thomson BankWatch in New York, said: "There's no comparison with Russia. That impacted a lot of people, but if you look at the magnitude of the losses compared with the size of the banks' capital it's not an issue - it just wiped out a quarter's earnings. Latin America would be a huge number for a lot of banks."

Ironically, BankBoston had stepped up its concentration on emerging markets earlier this year, closing its operations in Paris and Frankfurt to redirect funds

to eastern Europe, and expanding its retail presence in Latin America.

In the first few months of the year, BankBoston opened 46 new branches in Argentina and eight new branches in Brazil.

In 1991, soaring profits from its operations in Brazil and Argentina saved the bank from collapse after huge property investments in New England turned sour.

The bank appointed the former head of the Brazil operation, Henrique Meirelles, as president of the entire bank two years ago.

Mr Meirelles has spearheaded BankBoston's aggressive moves into Asia, Russia and Latin America. Mr Meirelles was unavailable for comment yesterday, but his philosophy in regard to emerging markets is well-known.

"Emerging markets are by nature volatile," he told the FT in a recent interview. "These downturns happen again and again until the economies have emerged. We see opportunity in such crises."

However, it will be difficult for the bank to use this latest crisis for bargain hunting as its own stock market troubles have weakened its ability to make acquisitions.

Late last month, BankBoston said its operations in Brazil and Argentina had not been affected by the latest stock

market debacle, and that earnings in those countries would surge by 20 per cent this year.

One point made by Mr Root is that BankBoston, like Citicorp, benefits from the fact that its operations in Argentina and Brazil are indigenous.

They might benefit from a "flight to quality" by nervous savers in the countries.

He said: "They are probably less vulnerable to some of the market swings, compared with trading activity where things can move very quickly."

"There's a significant difference in that versus some of the cross-border trading activities, which are much harder to pin down."

## GE chairman optimistic of strong growth

By Richard Waters in New York

General Electric's revenues are likely to grow by more than 20 per cent during the company's current financial quarter despite the worsening state of the global economy, Jack Welch, chairman, said yesterday.

Despite the powerful growth, however, Mr Welch cautioned that the US and European economies were not immune to the economic problems spreading elsewhere.

He also backed comments made last week by Alan Greenspan, Federal Reserve chairman, which raised hopes in the markets of a reduction in US interest rates, though the GE chairman stopped short of calling for a rate cut.

If GE were to meet Mr Welch's prediction and raise its revenues by more than a fifth in the three months to the end of September, it would represent a further acceleration of the company's growth. Revenues rose by 13 per cent last year and 14 per cent in the most recent quarter, to \$25.1bn.

Mr Welch also promised further cost savings from the US company's three-year-old quality initiative, known

internally as Sixth Sigma. The programme has cost about \$1bn to implement, but will have yielded savings of \$2bn by the end of this year, he said. More than half of those savings would come this year.

The Sixth Sigma drive has also raised GE's output from existing facilities, saving it more than \$1bn in capital investment that otherwise would have been needed to expand manufacturing capacity, Mr Welch added. These savings had made it possible for the group to raise profit margins over the past three years, despite "the tough global environment, with deflation everywhere".

The GE chairman, speaking in New York yesterday, refused to comment on whether the group's revenue growth was now set to slow. He said that the US and Europe remained "the two pillars that are strong" in the global economy, but they would not be immune to the pressures spreading from other regions.

General Electric's shares, at \$77.4 yesterday were trading 20.4 per cent below their record set earlier this year, compared with an 18.4 per cent decline in the Dow Jones Industrial Average.



Jack Welch: predicted GE's revenues will grow by 20 per cent and promised further cost-savings from quality initiative

## Panama energy investors take \$300m stakes

By James Wilson, Panama City

Unión Fenosa in the Spanish energy group, and Constellation Power of the US, have extended their influence in Latin America by agreeing to pay more than \$300m for stakes in three electricity distribution companies in Panama.

The regional distributors were formed earlier this year after being split from Panama's state power company and were sold yesterday in the first phase of the industry's privatisation, which went ahead in spite of turmoil in emerging markets.

Only three companies took part in the sale and organisers admitted that recent uncertainty had caused some bidders to pull out.

Luc Dejonckheere, of the International Finance Corporation, which advised on the sale, said the government's strategy of using the privatisation to cut customer tariffs had also affected bids.

However the offers were well above the government's reserve prices and broadly in line with recent similar sales in El Salvador and Guatemala.

"I think it is a fair price

considering the market conditions," said Mr Dejonckheere. "We monitored the investors very closely and I think the government made the right decision to go ahead."

Unión Fenosa, which already has stakes in power distributors in Argentina and Bolivia, is to pay \$312m for 51 per cent stakes in the Metro-Oeste company, which serves 214,000 customers in and around Panama City, and the Chiriquí company which has 70,000 customers near the Costa Rica border.

Constellation Power, a wholly-owned subsidiary of Baltimore Gas & Electric, had already moved into Central America by buying generating assets in Guatemala. Yesterday it agreed to pay \$89m for 51 per cent of the Noreste distributor, which has 170,000 customers, principally in Panama City and the port of Colón.

Panama's government is retaining a 39 per cent stake in each distributor with the remainder reserved for workers.

Panama's electricity privatisation should be completed next month when it is due to sell stakes in a further four companies that own generating assets.

## Mutual funds rating agency unfazed by dips

By John Authers in New York

The frightening declines in world markets have not alarmed Morningstar, the Chicago-based dominant US mutual fund-rating service.

The company, which is still private, is continuing to make the moves which would allow it to float on the market - although it has made no definite decision to do so - and it is busily engaged on a plan to expand into Japan.

It is also exploring options to build its business in Europe, particularly in Germany.

Morningstar, started 14 years ago as a newsletter, now has annual revenues of \$46m - still not a massive

amount. But its strategy of providing user-friendly guidance on mutual funds to retail investors, through the internet and conferences as well as through its newsletters, has left it dominating industry sales, supplanting several longer established rating services.

Funds which cannot boast at least four stars on the company's five-star system are at a critical disadvantage. According to a report by Goldman Sachs, the investment bank, all the net cash flow recorded by the mutual fund industry - including \$231bn into equity funds last year alone - went to four and five-star rated funds. New investment was no larger than redemptions

for the rest of the industry. There are fears on Wall Street that retail investors' money will now begin to flow out of equities, inflicting further damage on share prices, but Morningstar's analysts believe this is premature. Many small investors put money into funds through retirement plans, and have learned to regard such investments as a long-term commitment.

Don Phillips, Morningstar president, said: "I don't think we've seen the end of the long-term equity message tested yet. This is not the kind of event which will test it either. People aren't totalling up their net worth."

He added: "There have been some really ugly losses

peak-to-trough, but that's not the way investors are measuring it. Psychologically, they want to look at where they are compared to when they bought, and they're still doing very well on that score."

Morningstar, which has grown on the back of small investors' enthusiasm, is also expanding, launching a new newsletter for direct stock investment earlier this year.

It is also in a joint venture with Softbank in Japan, with the ultimate aim of duplicating Morningstar's US role. At first, however, it is working much more closely with institutions, and attempting to help educate investors, now wary of the market

after almost a decade of downturns.

Tao Huang, chief technology officer and head of international business for Morningstar, said: "The degree of Japanese trust for Japanese institutions is at a low. There is a pretty big opportunity for US companies who don't have this history. Really what we are trying to do with the products is leverage what we know to have worked in the US appropriately for Japan."

The Japanese save heavily, but mostly in postal accounts offering less than 1 per cent per annum. With deregulation, Morningstar believes it can achieve the same kind of success it managed in the US, even in spite

of the current condition of the Japanese economy.

Despite its still relatively small size, many large publishers are eyeing Morningstar, primarily because of the power of its brand.

But the company does not seem to be in any hurry either to sell or to float on the market in an initial public offering. It says it is prepared and structured to become a public company, and has recently appointed a number of new vice presidents, but it still has no plans to go public.

"They are doing what Wall Street has told them to do for years. The irony is that when small investors start doing that they get criticised for irrational exuberance."

## NEWS DIGEST

## DERIVATIVES TRADING

## Nymex is given go-ahead for electricity contracts

The New York Mercantile Exchange, the largest of the Manhattan-based futures markets, has received regulatory approval for two new sets of electricity futures and options contracts, based on delivery in the eastern US, giving it a headstart in what could become a competitive battle between exchanges.

Nymex already trades electricity contracts based on western delivery, with volumes currently averaging about 2,500 contracts a day. But the new contracts will provide for delivery via the Cinergy transmission system, which is based in Ohio, and Entergy's system, which is focused on Louisiana. Nymex is also planning a third set of eastern US electricity contracts, with delivery through the Pennsylvania-New Jersey-Maryland interconnection system, but said yesterday that it had delayed submitting these for regulatory approval while the eight utilities involved in the PJM interconnection work out transmission policies.

Interest in US electricity contracts is expected to rise as more deregulation spreads through the power industry, and this has already caused the futures industry generally to look at their potential. The Chicago Board of Trade, the largest futures exchange, has been talking to mid-western utilities about introducing contracts based on that region, and the Minneapolis Grain Exchange is also examining the possibilities. Nikki Taft, Chicago

## FIBRE OPTICS

## Doubts over Ciena takeover

Investors yesterday appeared to give the thumbs down to the planned takeover of Ciena, the fibre optics company, by Telabs, the telephone equipment group. The share prices of the two groups continued to diverge yesterday, with Ciena dropping 14 per cent to \$16.51 in early trading, following a fall of close to a third the day before. The market is now valuing Ciena at about \$1.7bn. In contrast, Telabs' share price remained relatively strong despite heavy falls in the broader market, falling just \$1.14 to \$49.34. At that price, Telabs offer of 0.8 shares for every Ciena share values Ciena at about \$3.5bn - more than twice Ciena's market capitalisation.

Telabs has refused to comment on whether it will stick by the current takeover agreement. The deal has already been renegotiated. Ciena's shares have now lost 80 per cent of their value over the past few weeks. The problems started with a profits warning and have been compounded by two lost business contracts.

Roger Taylor, San Francisco

## TELECOMMUNICATIONS

## Bell Canada close to Korea buy

Bell Canada International has received regulatory and shareholder approval to acquire 24 per cent of Hansol PCS, the South Korean wireless service provider, for US\$159m. Under terms of the agreement, investment funds sponsored by American International Group, the US insurance company, will also acquire about 16 per cent of the Korean consortium.

With the acquisition, Bell Canada International, a division of BCE, the Canadian telecommunications group, has doubled its worldwide subscriber base. Derek Burney, BCI chief executive, said the deal provided the group with balanced growth opportunities. The company's investments had previously been largely concentrated in Latin America. Scott Morrison, Toronto

## OIL AND GAS

## Petition hurts Unocal image

The Union Oil Company of California (Unocal) suffered a public relations debacle yesterday when a coalition of 19 environmental, women's rights, human rights and consumer advocate groups petitioned California's Attorney General to revoke the company's licence to operate in that state.

The petition accused Unocal, which had revenues of more than \$6bn last year, of worker rights and environmental misconduct.

The petitioners were particularly concerned with the construction of a gas pipeline through Burma to Thailand. "The building of the pipeline in Burma has been done with forced labour and caused the forced relocation of villagers in the area," alleged Robert Benson, the lawyer who wrote the petition.

Unocal dismissed the allegations as "ludicrous". "I admit we've made some mistakes," said Barry Lane, a spokesman for the group. "But we've always taken responsibility for our actions." The company has admitted to numerous Occupational Safety and Health Act violations; in its annual report, the group said it may bear some of the liability for 82 toxic waste sites. Victoria Griffith, Boston

Comments and press releases about international companies coverage can be sent by e-mail to international.companies@ft.com



**N.V. Koninklijke Nederlandsche Petroleum Maatschappij**  
(Royal Dutch Petroleum Company)

Established at The Hague, The Netherlands

## INTERIM DIVIDEND 1998

The Supervisory Board and the Board of Management of Royal Dutch Petroleum Company have decided to pay an interim dividend in respect of the financial year 1998 of N.L.F. 1.35 on each of the ordinary shares with a par value of N.L.F. 1.25.

For holders of shares of which the dividend sheets are at the close of business on 11 September 1998, in the custody of a Depositary admitted by the Centrum voor Fondsenadministratie B.V., Amsterdam, this interim dividend will be paid to such Depositary on 22 September 1998. Such payment will be effected through Barclays Bank PLC, after receipt by them of a duly completed CF Dividend Claim Form.

Where under the double taxation agreement between the United Kingdom and the Netherlands, 15 per cent Netherlands dividend tax has been withheld, the 15 per cent Netherlands tax is allowable for a resident of the United Kingdom as a credit against the United Kingdom income tax payable in respect of the dividend. The deduction of United Kingdom income tax at the reduced rate of 5 per cent instead of at the normal rate of 20 per cent recognises a provisional allowance of credit for the Netherlands dividend withholding tax of 15 per cent.

Under a provision of the Netherlands dividend tax act Royal Dutch Petroleum Company will apply a credit against the amount of the dividend tax withheld before remittance to the Netherlands tax authorities. This credit is 3% of the part of the gross dividend from which dividend tax is withheld. Tax authorities in the United Kingdom may take the view, because of this credit, that the Netherlands withholding tax eligible for credit by a shareholder against such shareholder's local tax liability should be limited accordingly.

Where appropriate, the usual affidavit certifying non-residence in the United Kingdom will also be required if payment is to be made without deduction of United Kingdom income tax at the normal rate.

The Hague, 10 September 1998

THE BOARD OF MANAGEMENT



**BANK OF GREECE**

US\$300,000,000

Floating rate notes 2003

The notes will bear interest at 6.25391% per annum for the period 11 September 1998 to 11 March 1999. Interest payable on 11 March 1999 per US\$1,000 note will amount to US\$31.44.

Global Agency and Trust Services  
Chicago, N.A., London

11 September 1998

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ING Bank N.V.

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IKB Deutsche Industriebank AG

Managers

KBC Bank Nederland N.V.

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July 1998



سكرا من الامل

INDUSTRIALS ANALYSTS EXPECT US GROUP TO RETURN WITH INCREASED OFFER

# Wassall's £351m outbids Cooper for TLG

By Susanna Voyle

Wassall, the industrial conglomerate, has trumped a bid by Cooper Industries of the US for the UK lighting group TLG with a £351m (£579m) cash offer.

The announcement late yesterday afternoon of the 175p-a-share bid sent TLG shares 8p higher to 177 1/2p, on speculation that Cooper, the Houston-based lighting

group, could raise the 160p-a-share offer it made at the end of last week.

Wassall already owns or controls 23.9 per cent of TLG - a stake it started to build in February last year. Wassall shares fell 5p to 345p.

Cooper said it was too early to say what action it might now take. TLG advised its shareholders not to take any action "pending clarification" from Cooper.

"We are at this time reviewing options to determine what additional steps we may take," said John Breed, a Cooper director. "We will look at every option. We cannot rule out anything."

TLG, the former Thorn Lighting Group, bought from Thorn EMI by its management in 1994, is the second biggest company in the European lighting market

after Philips. The industry faces consolidation because of over-capacity.

Christopher Miller, Wassall chief executive, said the group had been considering a bid for some time. "We think that we can do a good job with TLG," said Mr Miller.

"It is essentially a sound company with good products, good market share and a good geographical spread.

With some love and care, our management and some money invested, it could do well."

As the time of its bid, Cooper had said it wanted to build a global lighting business. Its offer represented a premium of 45 per cent to the closing price of TLG shares the day before it announced it was in takeover talks.

Andrew Bryant, of BT

Alex Brown, said Cooper was in a strategically stronger position. "They are consolidating this industry so they have got considerable benefits ahead with rationalisation costs to come out. Wassall would be buying it as a standalone business."

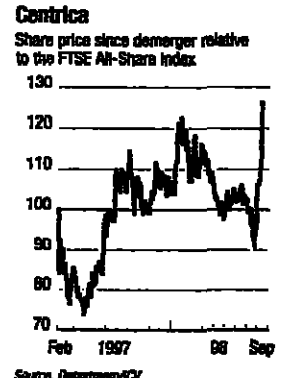
Wassall was advised by Merrill Lynch and TLG by Dresdner Kleinwort Benson. Warburg Dillon Read is acting for Cooper.

COMMENT

## Centrica

Who said utilities were dull?

A 9 per cent jump in Centrica's shares, even on the back of strong results, was eye-brow-raising. Admittedly there was good news on the cash-flow front, a turnaround in the service business and the prospect of a return of cash to shareholders. But the euphoric response was also driven by relief. The company's share of the domestic gas market has declined, but it is not collapsing. This is despite the fact that rival suppliers pay less for their gas, and then undercut Centrica. The company reckons the reason its customers do not defect in droves is its level of service. Others call it inertia. Centrica's chances of retaining its customers are further enhanced by its entry into the electricity market. Its "dual fuel" offer rivals those promoted by the electricity companies. But the latter are sharpening their competitive positions by integrating supply businesses with power generation. Centrica will have to follow suit, and may find itself paying more than it would like, now that a moratorium on building gas-fired power stations has boosted the value of such assets.



## Carlton in talks with Arsenal

By Patrick Harverson and Cathy Newman

Carlton Communications emerged yesterday as the next possible buyer of a top football club when the media group announced it had held "exploratory" talks with Arsenal that might eventually lead to a takeover of the Premier League champions.

The news came a day after British Sky Broadcasting, the satellite broadcaster, unveiled a £263m (£1.03bn) agreed bid for Manchester United, Arsenal's rival.

Carlton and Arsenal said they had held a "very preliminary" discussion on ways in which the two companies can work together. They said that although "one possible outcome could be an offer being made by Carlton for Arsenal, the talks were too preliminary in nature to assess the probability of any outcome."

Carlton played down the possibility of a bid for the north London club. The group is believed to have had contact with other clubs. The Arsenal talks may lead to the creation of a joint venture TV channel rather than a takeover.

Arsenal shares, traded on the unofficial Oxfex market, rose sharply. Accurate information on the share price was not available, but one stock broker estimated Arsenal shares had risen from £2.90 to £4.10, valuing the club at almost £230m.

Analysts were not surprised by the talks. One said it "smacked of Johnny-come-lately", following BSkyB's proposed takeover of Manchester United.

Observers said Arsenal was a "more local business" than United with its global fan-base, and its potential to generate revenues from pay-per-view matches was more limited. One possibility is for Carlton to develop a channel with Arsenal and offer it to subscribers to On Digital, the terrestrial pay-TV service in which Carlton has a 50 per cent stake.

For Arsenal, the appeal of a sale to Carlton would be the access to financing for the club's development.

## BTR shares tumble on downgrade

By Andrew Edgecliffe-Johnson

Shares in BTR, the former conglomerate which has sold off all but its engineering businesses, plunged 18 per cent to a 14-year low yesterday, as another set of disappointing results forced analysts to cut profit forecasts by more than £100m (£165m).

The group, whose shares have lagged more than 70 per cent behind the market since January 1996, said it would accelerate a previously planned £500m share buy-back, and step up cost-cutting and cash generation plans.

The shares dropped 24 1/2p to 107 1/2p, however, and were not revived by a mid-afternoon announcement that the buy-back would begin immediately and that some direc-

tors would buy shares for their own accounts.

Analysts who had thought BTR's 1998 profits would exceed £1bn, cut their estimates yesterday from about £770m to £680m - half the £1.5bn which BTR made in 1997.

A £407m loss, reflecting goodwill adjustments following the group's £5.5bn disposal programme, knocked BTR to a £45m pre-tax loss for the six months to June 30, compared with a £516m profit the previous time.

Brokers were disappointed that the ongoing engineering group showed no sales growth in the period, when a 4 per cent advance had been hoped for. Operating profits from engineering slipped 3 per cent to £337m, but would

have been down 12 per cent were it not for the benefits of recent acquisitions.

Ian Strachan, chief executive, said that adverse economic conditions in South America and south-east Asia had "contributed to a level of performance which has not met our expectations."

Mr Strachan now plans to cut annual costs by a further £25m by cutting another 1,000 jobs in addition to the 3,500 lost since he announced a £75m cost-saving programme in September 1996. He is looking for another £30m savings in purchasing and overheads, compared to the £18m announced two years ago. The full benefits are not expected until late 1999.



Ian Strachan looking for further cost savings Ashley Ashwood

## BAe and Sema part ways

By Christopher Price and Alexander Wood

British Aerospace is paying £77m (£127m) to buy the 50 per cent interest in BAe Sema, the naval systems specialist, held by Anglo-French computer software house Sema Group.

BAe's acquisition of Sema's stake in the seven-year-old joint venture, is part of a series of steps to strengthen the UK group's presence in defence systems. It follows BAe's purchase of the UK assets of Siemens Plessey and a 49 per cent stake in STN Atlas of Germany.

BAe is especially keen to be seen as a prime contrac-

tor in both naval and aircraft systems to strengthen its chances of winning the contract to oversee construction of two new aircraft carriers planned for the Royal Navy.

Alex Dorrian, managing director of BAeSema, said it had delivered combat systems for three South Korean destroyers and was in the final stages of negotiating on a further three.

BAeSema, which employs about 1,500 people in the UK, was prime contractor for the construction of HMS Scott, the Navy's new hydrographic survey ship, and supplies combat systems for Type 23 frigates and nuclear submarines. It is bid-

ding to supply command systems for the Navy's new Horizon frigates.

Sema's withdrawal is a further step in its strategy of moving away from its reliance on the defence industry. The company said the disposal underlined its strategy of concentrating on fast-growing sectors such as financial services and telecommunications.

Pierre Bonelli, chief executive, said the outlook for second-half trading was "very encouraging".

Acquisitions, particularly in the US, remained a priority. Sema has previously stated it is willing to spend up to \$1bn on US acquisitions.

## Centrica in line to acquire a power station

By Andrew Taylor

Britain's biggest gas supplier may buy a power station from National Power or PowerGen, the country's largest fossil-fuel generators.

Centrica, which yesterday reported its first profit since it emerged from British Gas in February 1997, is determined to become a dominant force in the domestic electricity market.

The group made pre-tax profits of £290m (£148m) in the six months to June 30 against losses of £149m. It has signed up 440,000 electricity customers, and the number is increasing at the rate of 20,000 a week.

Ray Gardner, chief executive, said Centrica would consider, at the end of this year, whether to pay its first return to shareholders. This could initially be in the form of a large one-off payment.

The full effects of gas and electricity liberalisation would have to be considered before any payment was made, said Mr Gardner.

Centrica's shares closed 9 1/2p higher at 106p.

Competition for 24m domestic electricity customers is to be phased in, starting next Monday and concluding in June 1999. Centrica wants to supply power to at least 2.5m electricity customers alongside its 16.6m domestic gas customers.

It costs the group £30-£40 to acquire an electricity customer, said Mr Gardner. On this basis it could take up to two-and-a-half years for a contract to move into profit. The group is offering average savings of about 12 per cent to power customers.

Mr Gardner ruled out acquiring customers by bidding for a regional electricity supplier. Prices being paid for suppliers were "too high".

However, the group has approached National Power and PowerGen with a view to buying power stations. The generators are under pressure from the regulator to sell under-used coal-fired power stations to increase competition.

Turnover dipped by £97m to £4.13bn.

## UB growth strategy 'on track'

By John Williams

United Biscuits said yesterday that the growth phase of its recovery strategy was on track, as it reported pre-tax profits up from £13.7m to £44.6m (£73.9m) for the 28 weeks to July 28.

The improvement came after a sharp reduction in exceptional charges and interest payments.

Last year there was a £31.4m restructuring cost, while this year's £8.4m included £4.3m for dealing with the millennium bomb.

The shares closed up 8p at 203p.

At the operating level, profits slipped 7 per cent to £47.7m. Interest charges fell £2.6m to £2.4m, following the sale of UB's Australian snack subsidiary at the end of last year.

But Eric Nicoll, chief executive, said the operating profit would have been higher had the group not invested an extra £12m in marketing - taking it from under 12 per cent to just over 13 per cent of sales.

The group was in discussions to buy the biscuit busi-

ness of Wedel, a Polish subsidiary of PepsiCo. UB had no interest in bidding for parts of Booker, the food distributor, or Hillsdown, the restructuring conglomerate that includes many branded food businesses.

Turnover fell 10 per cent to £285.5m, reflecting disposals. On continuing operations, the fall was 2.7 per cent, and was up 5 per cent at constant exchange rates, the group said.

The UK foods division had been hit by rising seafood prices and a slowdown in the savoury snack market.

## Hanson plans US purchases

By Jonathan Guthrie

Hanson is planning a US acquisition programme following a series of disposals that have turned it into a business focused on building materials. The group is prepared to spend net cash of £186.6m (£307.9m) and take on gearing of up to 30 per cent, putting an upper limit on spending of £700m.

Andrew Dougal, chief executive, said: "Underlying demand, prices and margins are all moving in the right direction in the US. We already have acquisitions in the pipeline."

Hanson wants to bolster its position in the 21 states where it has a presence, including its strongholds of California, Georgia, North Carolina, Pennsylvania and Texas.

Cornerstone, its US subsidiary, raised trading profits 61 per cent to £40.6m in the six months to June 30, as a

result of higher prices and contributions from acquisitions. This compared with a 2.2 per cent increase to £47.6m from ARC, the company's UK aggregates business.

Kevin Cammack, an analyst at Merrill Lynch said: "The US numbers are well ahead of expectations and that is where growth will come from in future."

Group pre-tax profits were 64 per cent higher at £78.6m, including a £36.5m loss (£46.1m) on the sale of non-core subsidiaries.

Pre-exceptional profits were 18 per cent higher at £112.6m.

Turnover increases to £712.6m (£695m), earnings per share were 10.1p (£4.9p) and the dividend is held at 4p.

Credit Lyonnais, the broker, is forecasting full-year profits of £243m.

The shares closed up 9p at 342p.

### RESULTS

Company	Share	Price	Dividend	Yield	Change
Ashted Group	6 mths to June 30	10 (5.15)	1.01	0.08	0.1
Ashted Group	6 mths to July 31	44.5 (45.18)	2.05	0.45	0.3
Ashted Group	6 mths to Aug 1	45.5 (45.5)	0.182	0.39	0.22
Ashted Group	24 weeks to June 13	2.288 (2.348)	0.191	0.08	0.7
Ashted Group	6 mths to June 30	23.3 (21.4)	0.285	0.13	0.2
Ashted Group	6 mths to June 30	8.55 (8.34)	0.175	0.21	0.4
Ashted Group	6 mths to June 30	3.374 (3.865)	0.514	0.15	0.4
Ashted Group	6 mths to June 30	4.125 (4.222)	0.04	0.001	0.2
Ashted Group	6 mths to June 30	70.5 (61.3)	11.2	0.16	0.3
Ashted Group	6 mths to June 30	368.2 (422.7)	12	0.03	0.4
Ashted Group	6 mths to June 30	31.3 (11.5)	2.33	0.02	0.4
Ashted Group	6 mths to June 30	187.6 (202.3)	21.74	0.11	0.3
Ashted Group	6 mths to June 30	27.7 (23.8)	3.55	0.13	0.2
Ashted Group	6 mths to June 30	36.5 (31.5)	0.55	0.02	0.2
Ashted Group	6 mths to June 30	11.8 (8.3)	1.53	0.13	0.2
Ashted Group	6 mths to June 30	1.846 (2.054)	128.2	0.07	0.6
Ashted Group	6 mths to June 30	0.056 (0.022)	8.11	0.03	0.1
Ashted Group	6 mths to June 30	36.9 (31.5)	0.588	0.003	0.1
Ashted Group	6 mths to June 30	602.5 (1.174)	76.84	0.01	0.4
Ashted Group	6 mths to June 30	248.7 (205)	18.4	0.07	0.2
Ashted Group	6 mths to June 30	310.7 (361.7)	18.49	0.06	0.3
Ashted Group	6 mths to June 30	547.7 (502.3)	20.5	0.04	0.4
Ashted Group	6 mths to June 30	88.2 (80.4)	4.13	0.04	0.2
Ashted Group	6 mths to June 30	105.2 (87)	17.8	0.08	0.2
Ashted Group	27 weeks to July 5	355 (271)	384	0.11	0.5
Ashted Group	6 mths to June 30	714 (692)	13.3	0.02	0.4
Ashted Group	6 mths to June 30	641 (473)	35.14	0.05	0.2
Ashted Group	6 mths to June 30	10.22 (10.12)	0.37	0.003	0.1
Ashted Group	6 mths to June 30	945.9 (264.7)	10.4	0.01	0.4
Ashted Group	6 mths to June 30	33.7 (21.7)	1.4	0.04	0.2
Ashted Group	6 mths to June 30	27 (47.7)	0.648	0.01	0.1
Ashted Group	6 mths to June 30	194.9 (104.9)	18.99	0.09	0.2
Ashted Group	6 mths to June 30	30.3 (24.4)	5.06	0.03	0.2
Ashted Group	6 mths to June 30	4.481 (4.678)	942	0.02	0.5
Ashted Group	6 mths to June 30	108.5 (111.8)	2.72	0.03	0.2
Ashted Group	6 mths to June 30	610.6 (595.2)	31.7	0.05	0.4
Ashted Group	6 mths to June 30	55 (32.8)	8.174	0.02	0.3
Ashted Group	6 mths to June 30	10.2 (1.08)	1.4	0.01	0.2
Ashted Group	6 mths to June 30	122.8 (121.2)	8.474	0.07	0.2
Ashted Group	6 mths to June 30	0.702 (0.381)	3.54	0.002	0.1
Ashted Group	6 mths to June 30	4.16 (2.89)	1.01	0.04	0.2
Ashted Group	6 mths to June 30	825.5 (802.2)	44.8	0.05	0.3
Ashted Group	6 mths to June 30	11 (11.3)	0.305	0.003	0.2
Ashted Group	6 mths to June 30	32.8 (35.7)	3.05	0.01	0.2

Results shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. 10% increased capital. 40% stock. 40% comparative retained. 40% reduced capital. 40% comparative per house. Shares in dollars. 40% foreign income deferred. 40% US currency except dividends. 40% net income. 40% comparative for 15 months.

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## CONTRACTS AND TENDERS

## GOVERNMENT OF THE REPUBLIC OF ZIMBABWE

## MINISTRY OF TRANSPORT &amp; ENERGY

CALL FOR EXPRESSION OF INTEREST IN  
THE CONCESSION TO MANAGE AND OPERATE  
THE ZIMBABWE RAILWAY INFRASTRUCTURE

The Government of the Republic of Zimbabwe has decided, as a part of its Economic Reform Programme, to transfer the management and operation of the infrastructure portion of the National Railways of Zimbabwe (NRZ) to a concessionaire. The Government's objectives in offering a concession for the infrastructure entity are to ensure that:

- The railway infrastructure will be maintained to the necessary standard for safe, reliable and cost effective railway operations in Zimbabwe.
- Investment is secured for the railway infrastructure to reduce the fiscal burden and foster the development of competitive railway transport in Zimbabwe.
- The infrastructure is managed and operated in line with best international practice employing modern technology and methods.
- Local expertise is retained and developed to manage and operate the infrastructure as a viable commercial entity.

The NRZ network consists of 2,592 route km of track, of which 313 km is equipped with overhead electrification at 25 kV 50 Hz AC. The main line largely consists of continuous welded rail on concrete sleepers. Centralised Train Control (CTC) extends over 1,580 route km and 94% of the main line is equipped with electric signalling.

Freight carried in 1997/8 was 12 428 million tonnes with an average haul of 392 km. Passenger Services operate each way overnight between Harare and Mutare, Harare and Bulawayo, and Bulawayo and Victoria Falls. There are as yet no commuter services. Cross border passenger services operate from both Harare and Bulawayo to Johannesburg via Beitbridge and from Bulawayo to Lobatse via Plumtree. Contract arrangements for infrastructure access will be required with the operators of these services.

The concessionaire will be a company or consortium with wide experience of railway infrastructure maintenance and renewal and of the planning and control of train operations. Interested prospective bidders should submit a comprehensive Expression of Interest detailing:

- Experience of infrastructure maintenance and renewal plus train planning and control.
- Understanding of modern technology and techniques as applied in the railway industry.
- Experience of business process re-engineering and details of management capability.
- Financial standing of the company, or of each company involved in a consortium.
- Any litigation, judgements and enforcement orders against the company, its directors, company officers or major shareholders.

Pre-qualification will be based on an evaluation of the EOI's submitted, and pre-qualified parties will be invited to attend a pre-bid conference in Bulawayo on 9<sup>th</sup> October. Bidding for the concession will be through a formal Request for Proposals process, and ranking of the bidders for negotiations will be done on the basis of technical and financial evaluation of the proposals submitted.

Ministry of Transport & Energy,  
Secretary for Transport & Energy  
16<sup>th</sup> Floor, Room 91 or 103  
Kagubi Building  
4<sup>th</sup> Street / Central Avenue  
HARARE  
ZIMBABWE

Expressions of Interest submissions, in English, must be delivered to the Ministry of Transport and Energy at the above address by noon (GMT+2), Friday 25<sup>th</sup> September 1998

## REPUBLIC OF CAMEROON

## MINISTRY OF THE ECONOMY AND FINANCE

INTERNATIONAL CALL FOR BIDS FOR THE PRIVATISATION  
OF THE CAMEROON INSURANCE COMPANY (SOCAR)

As part of its program of restructuring and privatising public and semi-public enterprises, the Government of Cameroon wishes to establish two new insurance companies (one general insurance and the other life insurance), in collaboration with private sector investors, to replace SOCAR Insurance Company.

Cameroon is at the centre of an economic and monetary union (CEMAC) grouping six countries in central Africa. Investors will enjoy immediate access to the insurance markets of Cameroon's neighbours.

SOCAR was created in September 1973. Its shares are held by the Cameroonian government (36%), public-sector entities (20%) and various foreign interests (44%). For many years, SOCAR was the most important insurance company in not only Cameroon but also in francophone Black Africa.

An international call for bids is being launched to find a shareholder to acquire a majority stake of at least 51% in the new companies. The minimum amount of capital is set at CFAF 2 Billion (FF 20 Million or USD 3.33 Million) for the general insurance company and at CFAF 250 Million (FF 2.5 Million or USD 416,000) for the life insurance company.

Parties seeking to take a majority stake in either of the two new insurance companies should be insurance or reinsurance companies with reputable and financially sound backgrounds. The government will allow companies without the necessary insurance or reinsurance expertise to take a majority stake in the new insurance companies under conditions spelled out in the information memorandum and terms of reference.

Potential investors can obtain an English or French information memorandum on this privatisation project along with a complete package of tender documents by contacting the individuals noted below.

Investors can join with Cameroonian or foreign interests to submit a joint bid. Those investors willing to take a minority interest in the new companies can submit an expression of interest to the Insurance Division of the Ministry of the Economy and Finance's offices. Once the winning bid has been selected, they will be advised of the price of shares established through the bidding process and invited to subscribe for shares at that same price.

Bids should be received by no later than Thursday, October 1<sup>st</sup> at the Ministry of the Economy and Finance's offices (as below).

M. Samuel Obam-Mbom  
Director of Economic Controls and External Finance  
Ministry of Economy and Finance  
Postal Box 24  
Yaoundé, Republic of Cameroon  
Tel: (237) 22 49 53 or (237) 22 19 63 or (237) 21 49 75  
Fax: (237) 23 35 22 or (237) 23 34 85 or (237) 23 35 27  
Or

Mr Georges Ononemang  
Chief, Insurance Division  
Ministry of the Economy and Finance  
Postal Box 24  
Yaoundé, Republic of Cameroon  
Tel: (237) 22 21 09

The Minister of State for the Economy and Finance  
LE MINISTRE DELEGUE  
Pr. Jean Marie GANKOU

## PUBLIC NOTICE

NOTICE PUBLISHED BY THE SECRETARY OF STATE UNDER  
SUBSECTIONS 8(5) AND 10(6) OF THE TELECOMMUNICATIONS ACT  
1984

The Secretary of State hereby gives notice as follows.

1. He proposes to grant licences under the Telecommunications Act 1984 ("the Act") to Belgacom UK Limited, Cyberlight Europe plc, Alpha Telecom Limited, MFRAC Limited, Level 3 Communications Limited, NTT Europe Limited, Cell-Net (UK) Limited and Zereau Limited, ("the Licensees") to run telecommunication systems in the United Kingdom. The licences will be for a period of six months, thereafter being subject to revocation on one month's notice.
2. The principal effect of each licence will be to enable each Licensee to install and run telecommunication systems in the United Kingdom which may be connected to telecommunication systems outside the United Kingdom, and to provide a wide range of services but not any domestic services (i.e. services involving the conveyance of messages which originate and are subsequently terminated in the United Kingdom) or mobile radio services. Each licence authorises connection to a wide range of other systems, including earth orbiting apparatus.
3. Each licence will be subject to conditions such that section 8 of the Act will apply to it, thereby making each of the systems run under each licence eligible for designation as a public telecommunication system under section 9 of the Act. It is the intention of the Secretary of State to designate each of the Licensees' systems as a public telecommunication system.
4. The Secretary of State proposes to grant each licence in response to an application from each Licensee for such a licence because he considers that it will help to satisfy demands in the United Kingdom for the provision of services of the type authorised, will promote the interests of consumers in respect of the quality and variety of such services, and will maintain and promote effective competition between those engaged in the provision of telecommunication services.
5. He proposes to apply the telecommunications code ("the Code") to Level 3 Communications Limited and Zereau Limited subject to certain exceptions and conditions throughout the United Kingdom. The effect of the exceptions and conditions to the application of the Code is that the Licensees will have duties:
  - (a) to comply with various safety and environmental conditions, in particular (with certain exceptions) to install lines underground or only on such above-ground apparatus as is already installed for any purpose;
  - (b) to comply with conditions designed to ensure efficiency and economy on the part of the Licensee, in connection with the execution of works on land concerning the installation, maintenance, repair or alteration of its apparatus;
  - (c) to consult certain public bodies before exercising particular powers under the Code, including the local planning and highway authorities and English Nature, Scottish Natural Heritage, the Countryside Council for Wales, the National Trust and the National Trust for Scotland, as well as relevant electricity suppliers;
  - (d) to keep and make available records of the location of underground apparatus and copies of the exceptions and conditions in its licence to its powers under the Code; and
  - (e) to ensure that sufficient funds are available to meet certain liabilities arising from the execution of street works.
6. The reason why the Secretary of State proposes to apply the Code to Level 3 Communications Limited and Zereau Limited is that it will need the statutory powers in the Code to install and maintain the telecommunication systems which are to be installed and run under its proposed licence.
7. The reasons why it is proposed that the Code as applied should have effect subject to the exceptions and conditions referred to above are that they are considered requisite or expedient for the purpose of securing that the physical environment is protected, that there is no greater damage to land than necessary, that the systems are installed as safely and economically as possible, and that the Licensee to whom the Code is applied can meet (and relevant persons can enforce) liabilities arising from the execution of works.
8. Representations or objections may be made in respect of the proposed licences, the application of the Code to Level 3 Communications Limited and Zereau Limited and the proposed exceptions and conditions referred to above. They should be made in writing by 12 October 1998 and addressed to the undersigned at the Department of Trade and Industry, Communications and Information Industries Directorate, 274 Grey, 151 Buckingham Palace Road, London, SW1W 9SS. Copies of the proposed licences can be freely obtained by writing to the Department or by calling 0171 215 1756.

Anthony J. Eden-Brown  
Department of Trade and Industry

11 September 1998

## BUSINESSES FOR SALE

## BUSINESS FOR SALE

Mr. Peter Williams has prepared an invitation to treat for the acquisition of the business and assets of:

## WEST FORD COURT HOTEL LIMITED (IN RECEIVERSHIP)

Other information

West Ford Court Hotel is a well-established Jamaica north coast hotel.

It is a 100 room property, inclusive of restaurant, bar, swimming pool and conference facilities.

It is located in the heart of the tourist district on Gloucester Avenue, Montego Bay.

It is a short walking distance from beaches, including the world famous Doctor's Cave Beach.

Average annual occupancy level of 64% for 1997/98.

Anyone interested in obtaining the Invitation to Treat will be asked to sign a confidentiality agreement.

Without a copy of the Invitation to Treat, seriously interested parties only should contact the Receiver.

For further information, please contact Price Waterhouse Associates on or before Friday 12 September 1998.

Price Waterhouse Associates  
12 Market Street  
P.O. Box 189  
Montego Bay, Jamaica

Telephone: 876 555 5555  
Fax: 876 555 5555

BUSINESSES  
FOR SALECREATIVE CORPORATE  
AND CONSUMER EVENT  
MARKETING COMPANY

## FOR SALE

This profitable company, established 3 years ago, has a proven track record in creative event design, corporate communications, advertising and public relations. It is a growing business with a strong client base and a comprehensive range of products and services. It is a well-established business with a strong client base and a comprehensive range of products and services. It is a well-established business with a strong client base and a comprehensive range of products and services.

## PRINCIPALS ONLY

Box 86033, Financial Times  
One Southwark Bridge  
London SE1 9LW

Manufacturer and  
Wholesaler of Envelopes  
for sale as a going concern

Principal features include:

- Turnover of £2 million
- Spacious warehouse facility on short term lease based in Wales
- Comprehensive asset base including two principal machines

For further information please write to the following:  
138/140 Southwark Street  
London SE1 0SW

SPECIALIST TEAM  
& BUSINESS

Latest media award winning software company. Turnover £300K +, profits £60K +, cash rich. Founder/CEO to give time to other interests after suitable transition. £475K for rapid disposal.

APPLY IN WRITING, EMAIL OR FAX:

NM CONSULTANCY,  
PO Box 1306, DORCHESTER,  
DORSET DT1 1FN, UK.

Tel: +44 (0) 1305 263662  
Fax: +44 (0) 1305 262941  
nmprcon@compuserve.com

WHOLESALE  
PAPER  
MERCHANTS

FOR SALE as a going concern

- Turnover £1.5 million
- Profit £150,000
- Strong client base
- Own warehousing facilities
- Own distribution network

FOR FURTHER INFORMATION  
PLEASE WRITE TO THE  
FOLLOWING:

138/140 Southwark Street  
London SE1 0SW

WEEKLY  
SPORTS  
TITLE

For Sale. Long Established,  
private owner.

Turnover £1m +

Box 86060, Financial Times  
One Southwark Bridge  
London SE1 9LW

London Residential  
Care Home

Substantial property in prime  
location, complying with  
current regulations.

Excellent trading record.

Turnover £100,000

per annum.

High Net Profit.

Run under Management.

Price £1,950,000 Freehold

Write to Box 86072,

Financial Times

One Southwark Bridge

London SE1 9LW

## LEGAL NOTICES

IN THE HIGH COURT OF JUSTICE

CHANCERY DIVISION

COMPANIES COURT

No. 80467 of 1998

IN THE MATTER OF

TOWN CENTRE SECURITIES PLC

and IN THE MATTER OF THE

COMPANIES ACT 1985

NOTICE IS HEREBY GIVEN that the Order of the High Court (Chancery Division) dated 2 September 1998 confirming the appointment of the Receiver of the assets of the Company is hereby published.

The Receiver is hereby appointed to receive the assets of the Company and to manage the Company's affairs in accordance with the Order of the High Court.

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ETBA  
Finance

ECONOMIC & FINANCIAL SERVICES S.A.

## INVITATION FOR EXPRESSIONS OF INTEREST

HELLENIC HOSPITAL SUPPLIES INDUSTRY (ELBION) SA  
ETBA FINANCE ECONOMIC AND FINANCIAL S.A. (formerly GREEK EXPORTS S.A.), established in Athens (1 Eristochousou St.), in its capacity as financial advisor in accordance with articles 1-13 of Law 2000/1991 concerning denationalisation, Decree no. 2224/13.4.1998 of the bi-ministerial committee on denationalisations (DEA) and the contract signed with ELBION S.A. on 25/6/1998 for the sale of all its shares.

## INVITES

Interested prospective buyers to express their interest by submitting to the Advisor (1 Eristochousou and Vass. Constantinou Streets, Athens, Greece) by 15.00 hrs. on 30 September 1998 a non-binding letter of intent for the purchase of the shares of ELBION S.A. This letter must be accompanied by an information file containing full details regarding the prospective buyer and, more specifically, for a company, regarding its ownership, administration and financial activity during the past three (3) years.

## Summary data on the company for sale

ELBION S.A. is established on rented space in Athens, at 3 G. Gennadiou Street and is the only unit in Greece producing one-shot sterilised plastic syringes and needles and owns two production units.

The first is established in Corinth on a plot of land 20,804m<sup>2</sup> in area with buildings covering 5,142m<sup>2</sup>, producing one-shot syringes and needles.

The second is established at Mandra, Attica, on a plot of land 17,000m<sup>2</sup> in area with buildings covering 2,583m<sup>2</sup>, producing sterilised hospital supplies.

Both units were established during the years 1978-79 by the DIMES company. Following financial problems they were transferred in 1984 to the Industrial Reorganisation Organisation (I.R.O.) and in 1987 to the Hellenic Pharmaceutical Organisation (E.O.P.) through its subsidiary company ELBION S.A. set up for this purpose by means of the procedure for special liquidation. Today, 95% of ELBION S.A.'s shares are owned by E.O.P. and 5% by the Institute for Pharmaceutical Research (I.P.R.T.).

The sale of ELBION S.A. was decided upon within the framework of the government's denationalisation policy.

## Sale Procedure and Time Frame

1. **Shortlisting - invitation for expressions of interest - submission of binding offers**

Following the submission of expressions of interest (by 30/09/1998) a shortlist will be drawn up by the Financial Advisor and the seller. Preference will be given to buyers who are actively engaged in the broader health sector. The shortlisted prospects will receive an invitation to submit a binding offer and, on signing a confidentiality agreement, will receive the Offering Memorandum from the Advisor accompanied by the terms of the tender and a specimen of the letter of guarantee.

2. **Additional information**

In the next stage of the procedure, interested buyers will be given access to confidential data, may visit the company's installations and may ask questions. This informative procedure will end by 20/10/1998.

3. **Submission of binding offers - assessment of offers - signature of sale contract**

On the basis of the tender, interested parties may submit to the Advisor by 14.00 hrs. on 01/11/1998 at the Advisor's offices at 1 Eristochousou and Vass. Constantinou Streets, Athens, Greece, a binding offer accompanied by a letter of guarantee for the amount of 250 million drachmas.

These offers will be opened immediately in the presence of all interested parties and their content will be announced.

Following the assessment of the offers and the adjudication to the highest bidder, the relative contract will be signed for the transfer of the total number of shares.

## Basic terms for the submission of offers and letter of guarantee

1. Offers must be submitted within the time limit and must state the price, the method and time of payment, the currency and the rate of interest for any part on credit. Offers containing terms or conditions contingent on the binding nature of the offer will not be accepted.

2. Essential factors in the assessment of offers are the creditworthiness and reliability of the buyer, the buyer's activity in the broader health field, the size of the offered price, the number of assured job positions, the business plan and the height of investments to be made; the commitment to continuing the operation of the plant and finally the guarantees provided for abiding by the above factors.

3. All expenses arising from the sale, according to law, and other essential acts will burden the buyer.

4. On penalty of invalidation, offers must be accompanied by a letter of guarantee from a bank legally operating in Greece, as per specimen contained in the Offering Memorandum, by which the content of the offer will be covered. The letter must be valid until its return to the guarantor bank.

5. By submitting an expression of interest, prospective buyers agree to the present terms and recognise the power of the sellers to conclude or terminate this sale or modify unilaterally the above terms at their absolute discretion and

6. Because a significant part of the informative material prospective buyers will receive, will be in Greek, they will have to make their own arrangements for translation, if necessary.

For additional information, interested buyers may apply to

ETBA FINANCE S.A.,

1 Eristochousou and Vass. Constantinou Streets, Athens, Greece.

Tel: (201) 7260210, 7260258 and 7260790. Fax: (201) 7260954

attention Messrs. Ilias Nicolaou and Constantinos Georgis

## BUSINESSES FOR SALE

ETTRICK & YARROW  
SPINNERS LIMITED

(IN PROVISIONAL LIQUIDATION)

YARN SPINNING FACILITY

The Provisional Liquidator, Ian Rankin, offers for sale the whole production facility of this well established yarn spinning mill situated in Selkirk, in the Scottish Borders.

Principal features include:

- freehold property of approximately 72,000 sq ft
- modern self contained production facility
- on-site automated blending, carding, spinning and winding
- quality machinery by Hougou, Duesberg-Bosson, Walker & Smith, Jungbaur, Savio and others
- 15-20 tonnes per week yarn capability
- suppliers to knitwear, upholstery and carpet industries

For further information, please contact Scott Milne of PriceWaterhouseCoopers, Kintyre House, 209 West George Street, Glasgow G2 2LW. Tel: 0141 226 4894. Fax: 0141 242 7480.

## PRICEWATERHOUSECOOPERS

## PRECISION ENGINEERING

Precision Engineering Company, with a strong customer base are seeking to expand, by the purchase of a similar company, or by forming a merger with a like business.

The business should preferably be situated in the West Midlands area with a turnover in excess of £1m.

All offers considered, but the company should have a strong management structure enabling it to integrate and compete in a larger market.

Any offers must be made in writing and must be accompanied by a letter of guarantee for the amount of 250 million drachmas.

All replies in strict confidence to Box 86072, Financial Times

One Southwark Bridge, London SE1 9LW.

## PUBLIC NOTICES

We, Kromm's Bank a.s., being the financial bank and mortgagee of the several determined heretofore under loan from the bank market that the following assets are being attached for sale:

We would like to announce to potential buyers that we have on 10th June 1998, in the presence of the court, sold the following assets to the bank market:

1. The bank market in the city of Prague, which is a part of the bank market.

2. The bank market in the city of Prague, which is a part of the bank market.

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EURO PRICES

EQUITIES

Europe frets over Clinton's fate

By Martin Dickson, Financial Editor

European markets plunged yesterday in reaction to Wall Street worries over President Clinton's survival and to further weakness in the dollar. The FTSE 100 index fell 4.7 per cent to 2422.83, down 118.85, while the broader FTSE 300 index dropped 4.92 to 1051.50.

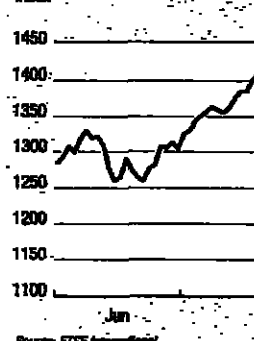
The FTSE 100 index, which tracks companies from founder members of European economic and monetary union, fell 36.06 points to 873.00.

The possibility of impeachment proceedings against President Clinton combined with the fragility of global markets to send Wall Street plunging from the opening. That sharply accentuated an earlier European slide. Bond markets rallied in safe-haven buying with the yield on the benchmark 10-year German bund dropping to 4.04 in late trading. The heaviest European equity falls were in the financial group, which dropped 6.02 per cent. Retail banks were down 6.3 per cent on worries of exposure to developing world debt, while other financials

dropped 7.28 per cent, and insurance fell 6.06 per cent. Among banks, Spanish groups with particular exposure to Latin America suffered heavily. Banco Bilbao dropped Ecu 1.10 to Ecu 10.01, while Banco de Santander dropped Ecu 1.40 to Ecu 13.76. Cyclical stocks were hard hit, with chemicals down 4.3 per cent, engineering off 4.61 per cent, and paper and packaging 5.77 per cent lower. German export stocks, vulnerable to a weaker dollar, saw sharp falls, including Daimler-Benz, down Ecu 3.40 to Ecu 78.86. Meanwhile, a research

note from the European strategy team at BT Alex Brown examined the German parliamentary elections on September 27 and took a bearish stance on the German market. It argued that earnings growth expectations were too high to justify stock prices and the political outlook was not encouraging. The risk of an SPD-Green coalition could become a substantial negative factor, a grand coalition would remove barriers to tax reform, but might not prove durable, and a return of Chancellor Kohl "would be the replay of an old record".

FTSE EUROTOP 300



Source: FTSE International

IN THREE MONTH EURO FUTURES (LIVE) Expiry points of 100%

	Open	High	Low	Est. vol.	Open int.
Oct	96.500	96.500	96.500	0	0
Nov	96.500	96.500	96.500	0	0
Dec	96.500	96.500	96.500	0	0
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IN THREE MONTH EURO FUTURES (LIVE) Expiry points of 100%

	Open	High	Low	Est. vol.	Open int.
Oct	96.500	96.500	96.500	0	0
Nov	96.500	96.500	96.500	0	0
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FTSE Actuarial Share Indices

	Open	High	Low	Est. vol.	Open int.
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Jan	96.500	96.500	96.500	0	0

FTSE Actuarial Share Indices

SP	47	-4.4	8.7	0.8	1.8	Alco	2.59	-1.1	7.9	2.5	2.5
Energy (Avg)	606.35	-15.8	3.7	-	4.1	Abel	26.21	-1.3	14.8	3.9	1.3
CU	12.44	-1.4	16.0	5.7	3.9	Cummins	571.30	-35.0	28.4	8.1	8.8
Energy (Vnitch)	142.94	-6.1	19.8	-	0.5	Chubb	94.98	-8.5	7.4	8.1	1.4
Energy AG	256.97	-16.5	18.1	6.2	1.2	Procter & Gamble	883.58	-2.6	10.8	-	8.6
Energy	28.56	-4.1	29.2	6.6	0.7	Schwey	4.01	-	6.1	1.6	5.5
						Schwey	7.49	-	6.6	0.0	3.3















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OFFSHORE  
AND OVERSEASBERMUDA  
(FSA RECOGNISED)

Fund Name	Price	Change
Barclays Bermuda Fund Ltd	10.15	+0.05
Bermuda Bond Fund Ltd	10.15	+0.05
Bermuda Equity Fund Ltd	10.15	+0.05
Bermuda Global Fund Ltd	10.15	+0.05
Bermuda Income Fund Ltd	10.15	+0.05
Bermuda International Fund Ltd	10.15	+0.05
Bermuda Money Fund Ltd	10.15	+0.05
Bermuda Real Estate Fund Ltd	10.15	+0.05
Bermuda Short-Term Fund Ltd	10.15	+0.05
Bermuda Ultra-Short-Term Fund Ltd	10.15	+0.05

BERMUDA  
(REGULATED)

Fund Name	Price	Change
Bermuda Bond Fund Ltd	10.15	+0.05
Bermuda Equity Fund Ltd	10.15	+0.05
Bermuda Global Fund Ltd	10.15	+0.05
Bermuda Income Fund Ltd	10.15	+0.05
Bermuda International Fund Ltd	10.15	+0.05
Bermuda Money Fund Ltd	10.15	+0.05
Bermuda Real Estate Fund Ltd	10.15	+0.05
Bermuda Short-Term Fund Ltd	10.15	+0.05
Bermuda Ultra-Short-Term Fund Ltd	10.15	+0.05

GUERNSEY  
(FSA RECOGNISED)

Fund Name	Price	Change
Guernsey Bond Fund Ltd	10.15	+0.05
Guernsey Equity Fund Ltd	10.15	+0.05
Guernsey Global Fund Ltd	10.15	+0.05
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Program PT	1994-2000	1754	1501	5.0	-	-
Program PT	1994-2000	3299	3011	-	-	-
Program PT	1994-2000	4451	300	16.8	-	-
Program PT	1994-2000	2225	1537	0.221715	22.0	-
Program PT	1994-2000	491	425	36.1	17.3	-
Program PT	1994-2000	2972	300	18.1	-	-



LONDON SHARE SERVICE

OTHER INVESTMENT TRUSTS

Table with 3 columns: Name, Price, % Change. Includes trusts like Aberdeen Fund, Aberdeen Income, etc.

INVESTMENT COMPANIES

Table with 3 columns: Name, Price, % Change. Includes companies like Anglo American, Anglo Irish, etc.

LEISURE & HOTELS

Table with 3 columns: Name, Price, % Change. Includes companies like British Airways, British Petroleum, etc.

LIFE ASSURANCE

Table with 3 columns: Name, Price, % Change. Includes companies like Aviva, Prudential, etc.

MEDIA

Table with 3 columns: Name, Price, % Change. Includes companies like BBC, ITV, etc.

PHARMACEUTICALS

Table with 3 columns: Name, Price, % Change. Includes companies like AstraZeneca, Glaxo, etc.

PROPERTY

Table with 3 columns: Name, Price, % Change. Includes companies like British Land, etc.

MEDIA - Continued

Table with 3 columns: Name, Price, % Change. Continuation of Media section.

OIL EXPLORATION & PRODUCTION

Table with 3 columns: Name, Price, % Change. Includes companies like BP, Shell, etc.

OIL INTEGRATED

Table with 3 columns: Name, Price, % Change. Includes companies like Esso, etc.

OTHER FINANCIAL

Table with 3 columns: Name, Price, % Change. Includes companies like HSBC, etc.

PROPERTY - Continued

Table with 3 columns: Name, Price, % Change. Continuation of Property section.

RETAILERS, GENERAL - Continued

Table with 3 columns: Name, Price, % Change. Continuation of Retailers section.

RETAILERS, FOOD

Table with 3 columns: Name, Price, % Change. Includes companies like Asda, etc.

RETAILERS, GENERAL

Table with 3 columns: Name, Price, % Change. Includes companies like Debenhams, etc.

TELECOMMUNICATIONS

Table with 3 columns: Name, Price, % Change. Includes companies like BT, etc.

TOBACCO

Table with 3 columns: Name, Price, % Change. Includes companies like British American Tobacco, etc.

TRANSPORT

Table with 3 columns: Name, Price, % Change. Includes companies like British Airways, etc.

RETAILERS, GENERAL - Continued

Table with 3 columns: Name, Price, % Change. Continuation of Retailers section.

SUPPORT SERVICES

Table with 3 columns: Name, Price, % Change. Includes companies like IBM, etc.

WATER

Table with 3 columns: Name, Price, % Change. Includes companies like Thames Water, etc.

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TRANSPORT - Continued

Table with 3 columns: Name, Price, % Change. Continuation of Transport section.

WATER

Table with 3 columns: Name, Price, % Change. Includes companies like Thames Water, etc.

WATER

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AMERICANS

Table with 3 columns: Name, Price, % Change. Includes companies like Apple, Microsoft, etc.

CANADIANS

Table with 3 columns: Name, Price, % Change. Includes companies like Alcan, etc.

SOUTH AFRICANS

Table with 3 columns: Name, Price, % Change. Includes companies like Anglo American, etc.

TRADED INDEX SECURITIES

Table with 3 columns: Name, Price, % Change. Includes companies like FTSE 100, etc.

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## LONDON STOCK EXCHANGE

## Clinton fears add to CBI and interest rate gloom

**MARKET REPORT**  
By Steve Thompson,  
UK Stock Market Editor

An increasingly unhappy UK stock market came under further heavy pressure yesterday with a mixture of worrying international and domestic news driving share prices sharply lower.

Already weakened by Wall Street's Wednesday slide, London was dealt another blow in mid-morning, with news of the latest Confederation of British Industry survey of distributive trades, and again at midday when

the Bank of England dashed faint hopes that interest rates might be cut.

The final blow for London stocks came with a steep decline on Wall Street at the outset of trading yesterday. The Dow Jones Industrial Average quickly fell more than 200 points. Many London traders were forecasting more pain for Wall Street, and therefore for global markets, in the short term.

At the London close, the FTSE 100 index was down 174.7 or 3.3 per cent on the day.

And even the FTSE 250 and FTSE SmallCap indices,

which have attracted plenty of domestic support in recent sessions, began to feel the effects of a general retreat across the broader market.

Boosted lately by the general concentration on domestic earnings and the better prospects for UK interest rates, the FTSE 250 withstood much of the downside pressure affecting the lead-gains, even managing a minor gain in mid-session.

But that support evaporated, and the 250 index suffered a big sell-off during a testing afternoon that saw it close 59.9 or 1.2 per cent

lower at 4,751.8. The FTSE SmallCap dropped 11.4 to 2,101.4.

Marketmakers were quick to point out that the gradual deterioration in the market had been accompanied by a pick-up in the amount of institutional business being put through the market.

"The big funds are now making decisions and today they are to sell into the market," said one dealer. "It's not sensational size but enough to damage the market and to trigger general unease," he said.

Turnover in equities topped the 1bn mark for the

first time in many weeks, eventually settling at 1.1bn by the 5pm cut-off point.

Other market observers warned that the recent rallies have been getting weaker and weaker. "That is always a sign that we're going lower," was one trader's view.

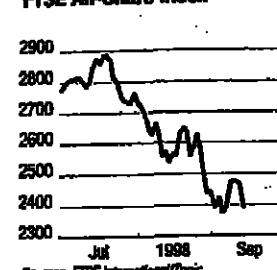
There was no doubt about the factor hurting Wall Street. There were wild rumours circulating in London all day that President Clinton was about to resign. And in purely domestic terms, the subdued Confederation of British Industry's August survey of distribu-

tive trades alarmed many dealers, although giving a boost to gilts.

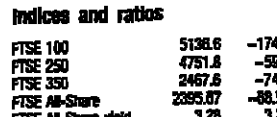
The decision of the Bank of England's monetary policy committee to leave rates on hold was not well received in the stock market, even though the Bank gave a broad hint that rates had peaked and could be cut in future months.

The rapidly diminishing band of market bulls insisted that the emergence of more bids would arrest the slide in the market. Indeed, a counter bid for TIL, from stakeholder Wassall, emerged at the close.

FTSE All-Share Index



Equity shares traded



Indices and ratios

Best performing sectors	
1 Gas Distribution	+2.3
2 Water	+1.9
3 Utilities	+0.9
4 Electricity	-0.1
5 Distributors	-0.1

Best performing sectors

Sector	% Chg
1. Gas Distribution	+2.1
2. Chemicals	+1.8
3. Diversified Industrials	+1.5
4. Banks	+1.2
5. Engineering	+1.0

Worst performing sectors

Sector	% Chg
1. Insurance	-2.1
2. Alcoholic Beverages	-2.0
3. Diversified Industrials	-1.8
4. Banks	-1.5
5. Engineering	-1.2

FUTURES AND OPTIONS

FTSE 100 INDEX FUTURES (LIFTED £10 per full index point)

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	5240.0	5132.0	-108.0	5200.0	5100.0	5100.0	5100.0
Mar	5217.5	5097.0	-120.5	5170.0	5070.0	5070.0	5070.0
Jun	5202.0	5084.0	-118.0	5150.0	5050.0	5050.0	5050.0

FTSE 250 INDEX FUTURES (LIFTED £10 per full index point)

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	4820.0	4760.0	-60.0	4800.0	4700.0	4700.0	4700.0
Mar	4817.0	4710.0	-107.0	4770.0	4670.0	4670.0	4670.0
Jun	4802.0	4690.0	-112.0	4750.0	4650.0	4650.0	4650.0

FTSE 100 INDEX OPTION (LIFTED £10 per full index point)

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	4850.0	4760.0	-90.0	4800.0	4700.0	4700.0	4700.0
Mar	4817.0	4710.0	-107.0	4770.0	4670.0	4670.0	4670.0
Jun	4802.0	4690.0	-112.0	4750.0	4650.0	4650.0	4650.0

FTSE 250 INDEX OPTION (LIFTED £10 per full index point)

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	4820.0	4760.0	-60.0	4800.0	4700.0	4700.0	4700.0
Mar	4817.0	4710.0	-107.0	4770.0	4670.0	4670.0	4670.0
Jun	4802.0	4690.0	-112.0	4750.0	4650.0	4650.0	4650.0

LONDON RECENT ISSUES: EQUITIES

Issue	Amount	Price	Yield	Div	Div Yld	Div Pct
1. 10/12/98	100	100.00	10.00	10.00	10.00	10.00
2. 10/12/98	100	100.00	10.00	10.00	10.00	10.00
3. 10/12/98	100	100.00	10.00	10.00	10.00	10.00

FTSE GOLD MINES INDEX

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	100.00	100.00	0.00	100.00	100.00	100.00	100.00
Mar	100.00	100.00	0.00	100.00	100.00	100.00	100.00
Jun	100.00	100.00	0.00	100.00	100.00	100.00	100.00

The UK Series

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	100.00	100.00	0.00	100.00	100.00	100.00	100.00
Mar	100.00	100.00	0.00	100.00	100.00	100.00	100.00
Jun	100.00	100.00	0.00	100.00	100.00	100.00	100.00

Trading Volume

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	100.00	100.00	0.00	100.00	100.00	100.00	100.00
Mar	100.00	100.00	0.00	100.00	100.00	100.00	100.00
Jun	100.00	100.00	0.00	100.00	100.00	100.00	100.00

## Analysts take aim at BTR

## COMPANIES REPORT

By Joel Kibazo and Martin Bice

BTR suffered a humiliating fall of almost 19 per cent amid some of the heaviest volume in the market as the shares dropped to their lowest level since 1994.

The fall was notable for coming hard on the heels of an announcement by the company that it intended immediately to start a share buy-back, which would normally be expected to lend support to the share price.

The catalyst for the drop was a raft of aggressive downgrades by analysts following results that showed a fall in underlying profits from £360m to £330m, well below some expectations.

The downgrades were said to be producing full-year pre-tax profit forecasts in the range of £340m-£350m, down from a consensus for the year of some £380m. This compares to £1.3bn reported for last year.

Sentiment in the stock was not helped by pessimism at the group's plans to avoid problems from the strength of sterling by moving operations overseas, because of the time this would take.

The shares lost 24% to 107.4p. In 1993, they exceeded 400p.

## FT 30 INDEX

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

STOCK MARKET TRADING DATA

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

LONDON MARKET DATA

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

BRIANT EASIER

Bryant, which has fallen out of the FTSE 250 into the SmallCap index, was easier at 89.4p. There is said to be buying interest by smaller company funds following the stock's debut.

Stagecoach was one of the better Footsie performers as the stock gained 13 to £11.33 following a presentation at Charterhouse Tilney on Wednesday.

The bid for engineering company UFF ended just five days after it started, with Charterhouse buying stock from 25 institutions, giving buy-out vehicle Hartrade 95 per cent of UFF.

## Best and worst performing FTSE sectors

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

Those of BSkyB eased 6 to 47.9p.

The prospect of further bid activity among football stocks emerged as Carlton Communications confirmed it is in talks with the unquoted Arsenal FC regarding ways in which the two companies "could work together". Carlton shares eased 2 to 42.3p.

Few people were surprised when Wassall emerged to make a bid for TILG by trumping the 160p offer from Coopers of the US. The offer of 175p a share in cash from Wassall, which has been steadily increasing its stake in TILG for some time, values TILG at £351m.

It also said yesterday that it now had 34 per cent of TILG's shares, and asked the board to withdraw its recommendation for the bid from Coopers.

TILG shares closed up 8 at a mid-price of 177.4p, although the bid price was quoted at 175p, the level of the offer from Wassall. Volume was 18m as Panmure Gordon bought shares in the market. Wassall shares were off 5 at 245p.

Interest in housebuilding

## The UK Series

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

FTSE Actuarial Share Indices

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

The UK Series

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

Trading Volume

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

Hourly movements

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

FTSE 100

Month	Open	Settle	Change	High	Low	Settle	Open
Dec	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Mar	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9
Jun	3217.9	3217.9	0.0	3217.9	3217.9	3217.9	3217.9

FTSE 250

from 341p this year on  
a slowing housing  
were off 2 at 174½p.



Highs & Lows shown on a 52 week basis

## WORLD STOCK MARKETS

**FT/S&P ACTUARIES WORLD INDICES**

**Emerging markets:**

[illegible]



4 PM close September 10

EUROBENCH "INSECTS" INDICES									
<p>European Benchmark Indices are published by a self-regulated, independent index publisher based in Brussels and London. The <b>INSECTS</b> are pan-European equity indices on 500+ listed, heavily weighted on the industry and composition of each of the index constituents with the sector trend. The selection of the <b>INSECTS</b> comprises of issues in TOP 500 European market by market capitalization. Markets are continuously monitored for changes in the <b>INSECTS</b> composition. Returns and TIES from 00 to 10 15 CEST.</p> <p>Prices presented by : indicative value, SECT = intermediate.</p>									
Index		SECT	Close	Previous	Change	%	1998	1999	
		05-05-1998		04-05-1998					
France40	USD	3322.14	3343.81	3308.06	+35.75	+1.07	7081.61	7064.46	
UK-25	USD	2218.25	2218.64	2218.64	-0.39	-0.02	7085.15	7047.19	
Non-Bankable	USD	1678.12	1678.12	1678.28	-0.16	-0.01	1700.72	1708.18	
EU-500US	USD	1908.05	1927.81	1894.15	+33.66	+1.75	2165.63	2188.43	
EU-100	USD	1221.84	1228.08	1214.61	+13.47	+1.11	1303.98	1322.08	
UK-100	USD	1428.81	1428.81	1428.81	-0.01	-0.00	2057.16	2072.18	
EU-500CHF	CHF	1460.42	1460.42	1459.58	+0.84	+0.06	2057.16	2072.18	
EU-500DEM	DEM	1674.87	1673.79	1732.25	-58.46	-3.49	2115.51	2045.91	
Telecoms	USD	2122.87	2127.38	2093.03	+34.35	+1.62	2422.22	2478.54	
EU-500GBP	GBP	2548.26	2551.84	2547.40	+0.44	+0.02	3027.26	3022.66	



[illegible]

AMERICAN STOCK MARKET									
Stock	Stk.	Stk.	Stk.	Stk.	Stk.	Stk.	Stk.	Stk.	Stk.
High	Low	High	Low	High	Low	High	Low	High	Low
Change	Change	Change	Change	Change	Change	Change	Change	Change	Change
IBM	125.00	124.00	124.00	123.00	123.00	122.00	121.00	120.00	119.00
GE	45.00	44.00	44.00	43.00	43.00	42.00	41.00	40.00	39.00
AT&T	35.00	34.00	34.00	33.00	33.00	32.00	31.00	30.00	29.00
West	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Union	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Tel.	20.00	19.00	19.00	18.00	18.00	17.00	16.00	15.00	14.00
Am. Can.	18.00	17.00	17.00	16.00	16.00	15.00	14.00	13.00	12.00
Am. Express	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Gas	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Ice	8.00	7.50	7.50	7.00	7.00	6.50	6.00	5.50	5.00
Am. Oil	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Sugar	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Tobacco	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Water	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Electric	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Gas & Electric	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Telephone	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Cable	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Paper	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Textile	8.00	7.50	7.50	7.00	7.00	6.50	6.00	5.50	5.00
Am. Chemical	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Rubber	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Glass	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Lumber	8.00	7.50	7.50	7.00	7.00	6.50	6.00	5.50	5.00
Am. Steel	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Coal	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Petroleum	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Food	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Drug	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Medicine	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Perfumery	8.00	7.50	7.50	7.00	7.00	6.50	6.00	5.50	5.00
Am. Cosmetics	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Jewelry	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Watches	10.00	9.50	9.50	9.00	9.00	8.50	8.00	7.50	7.00
Am. Clocks	8.00	7.50	7.50	7.00	7.00	6.50	6.00	5.50	5.00
Am. Toys	15.00	14.00	14.00	13.00	13.00	12.00	11.00	10.00	9.00
Am. Games	12.00	11.00	11.00	10.00	10.00	9.00	8.00	7.00	6.00
Am. Books	10.00	9.50	9.50	9.00	9.00	8.50			



# STOCK MARKETS

## Impeachment talk adds to uncertainty

### WORLD OVERVIEW

The possibility that President Clinton might be impeached was the latest piece of bad news to depress global equity markets, writes Philip Coggan.

While his departure might make little difference to economic policy (and far less than, say, the resignation of Alan Greenspan), the uncertainty created by the impeachment talk was the last thing that nervous

investors needed. And it did not help that some of the bearish themes of the last few weeks repeated themselves.

Shares in Société Générale fell sharply as it revealed FFR8bn of provisions to cover emerging market losses, and bank stocks in general continued to take a battering.

Concerns about the outlook for US corporate profits were highlighted by the warning from Procter &

Gamble, the US consumer goods giant, on Wednesday. And Latin America, seen by many as the "next domino" in the emerging markets, suffered big stock market losses after the Brazilian central bank announced a deterioration in the government's finances. Brazil has been suffering a foreign exchange drain as investors worry about devaluation.

In the midst of all this, Russian president Boris Yeltsin gave up on the candidacy

of Victor Chernomyrdin as prime minister and switched to Yevgeny Primakov. Since Mr Primakov is acceptable

to parliament, that at least gives Russia a government,

but the new man is not seen as a reformer.

All this weighed heavily on equity markets, with investors switching into the safe havens of bonds and gold. On Wall Street, the Dow Jones Industrial Average quickly lost more than 200 points and by lunchtime in New York it had lost all the ground gained in Tuesday's record points rise.

European markets had started to weaken on Wednesday but yesterday's

setback decisively put paid to the mini-rally that began on Friday. Both Paris and Frankfurt lost more than 4 per cent. The fall in the dollar, which was linked to President Clinton's problems, was another depressant for European bourses.

While it is too early to describe the correction as bear market, the pattern of temporary rallies that give way to further precipitate declines, is a classic symptom of bearish phases.

### EMERGING MARKET FOCUS

## Riga follows in Unibanka wake

The financial and political crisis in Russia has capped a dismal year for the Riga stock exchange in Latvia.

Over the past 12 months, the Dow Jones Riga stock exchange index, weighted by market capitalisation, has lost more than two-thirds of its value. The summer has provided no respite, with the index shedding about 45 per cent of its value in August.

The extent of Latvian banks' heavy exposure to the Russian market became clear three weeks ago. The news stoked fears about the solidity of some financial institutions and exporting companies as several banks cut profit forecasts.

Figures from Latvia's central bank suggest the banking sector had 8 per cent of its total assets, or 170m lats (\$285.8m), invested in the Russian market. Of that sum, short-term Russian GKO treasury bills accounted for about 72m lats.

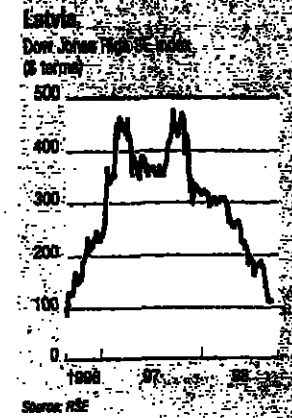
Blue-chip Unibanka, Latvia's second biggest bank, took a beating after it disclosed that 3.2 per cent of its assets, or 9.9m lats, was held in Russian GKO T-bills.

Unibanka's highly liquid stock fell by more than 20 per cent in the last week of August after the bank cut its profit forecast for the year to 4.7m lats from 8.5m. The shares have recovered, providing a measure of support to the very illiquid market.

"The [Riga] Dow Jones index goes where Unibanka goes," said Girts Ozols of Hansabank Markets in Riga. Unibanka stock has on occasion accounted for more than 80 per cent of market turnover.

The stock of Komercbanka, the country's fourth biggest bank whose Russian exposure amounted to about 14 per cent of assets, has not recovered from a 60 per cent plunge at the end of August.

Komercbanka suffered a three-day run on deposits as customers feared the bank



Latvia's Dow Jones Riga stock exchange index has lost more than two-thirds of its value since 1996.

would collapse because of its Russian exposure. It eventually suspended early payments of time deposits, with the approval of Latvia's central bank, which said Komercbanka was not in danger of collapsing.

Though analysts are doubtful, the bank is sticking to its pre-crisis profit forecast of 4.2m lats.

There is not much activity in Komercbanka shares, and there are few hopes for immediate recovery, said Renars Karass of Tallinn Supreme Securities. "It will recover but it may take a year," he added.

For all the travails of the largest banks, it was Latvia's ninth biggest, Kapital bank, which earned the dubious distinction of being the first outside Russia to go bust as a consequence of its exposure to the Russian bond market. According to the central bank, Kapital bank had up to half its assets of 68m lats invested in Russia.

Latvia's larger public-listed industrial companies are also bracing themselves for lean times.

About 20 per cent of Latvia's exports go to Russia, and several companies have already said they would halt exports until they could make sure their goods would be paid for.

Matej Vipotnik

## Dow tumbles on concerns for presidency

### AMERICAS

US shares tumbled in early trading as Treasuries pushed higher on growing concerns about the Clinton presidency and renewed Latin American worries, writes John Labate in New York.

The Dow Jones Industrial Average went into a nose-dive as Congress met to discuss issues concerning potential impeachment proceedings against President Clinton. Sentiment was also deeply undermined by currency pressure and a severe shakeout for equities across Latin America.

Banking shares took a pounding, with the Philadelphia Stock Exchange's bank index tumbling more than 6 per cent to 617.34. Among the steepest fallers were money centre banks, with Citicorp down more than 7 per cent or \$7.4, at 86.

The Dow was down 242.02 to 7,623.00 by early afternoon, a loss of more than 3 per cent, with the blue-chip index coming within 100 points of last week's lows. The Standard & Poor's fell 25.72 to 890.48.

Among Dow stocks, American Express was off more than 7 per cent to \$70.8.

Brokerage shares also fell back sharply, with Merrill Lynch down 10 per cent or \$5.4, at \$53.4. Hambrecht & Quist tumbled more than 14 per cent to \$18.4.

Technology and small-cap shares were hurt less than blue chips, with the Nasdaq composite off 41.98 or 2.6 per cent at 1,882.57. The Russell 2000 index of small-cap shares was down 7.23 to 345.46.

As stocks plunged, US Treasury notes and bonds surged in price across the maturity range, with some issues nothing up record low yields. The benchmark long bond was up 1/8 to 104.4, yielding 5.214 per cent.

Software leader Microsoft was down \$2 1/2 to \$99 1/2, one day after the company issued subpoenas to its rivals related to the US government's anti-trust case against it.

TORONTO tracked Wall Street steeply lower in early trading in spite of a determined rally by the heavy-weight gold sector where morning gains of 5 per cent were commonplace. By noon, the 300 composite index was off \$9.06 at 5,772.70 in good two-way volumes as the weak opening on Wall St and a surge for local bonds combined to depress investor sentiment.

Banks led the way lower in spite of talk that the government is set to recommend that the ban on bank mergers be lifted.

Royal Bank of Canada came off 86 cents at C\$99.95 and Bank of Nova Scotia 75 cents at C\$28.40.

## Currency fears trigger Latin American rout

Latin American markets fell steeply in morning trading as worries about the stability of a number of currencies sparked a wave of selling across the region.

SAO PAULO streamed lower from the opening bell, pushed down by a renewed outbreak of devaluation fears as foreign money continued to flee the country.

Outflows from commercial and floating financial markets totalled \$1.14bn on Wednesday.

By midsession, the benchmark Bovespa index was off 843 or 11.4 per cent at 5,012. The leading blue-chip fallers were Telebras, down 11.1 per cent at R\$22.90, and Petrobras, which lost 13.6 per cent at R\$101.99.

MEXICO CITY also

plunged. Share market activity was described as heavy as the central bank intervened to support the peso and the local money markets surged, lifting overnight Cetes to 40 per cent.

The IPC index was down 198.12 or 6.3 per cent at 2,999.14 at midsession.

SANTIAGO fell as traders squared positions ahead of today's public holiday. By midsession the IPSA index was off 3.43 at 56.17, a decline of 5.8 per cent. Volumes were said to be minimal.

CARACAS, hit earlier this month by an effective devaluation of the bolivar following a widening of the central bank's trading band, shed 92.14 or 3.3 per cent to 2,728.50 on the IBC index.

### EUROPE

Bank shares were sucked into a whirlpool of selling yesterday as concern about the industry's emerging market exposure climbed to new highs.

French banks led the rout with the early run of half-year results from the sector failing to reassure investors. Société Générale fell 11.8 per cent in turnover of FF1.4bn. The bank, which spent out first-half emerging market provisions late on Wednesday, but disappointed analysts by not detailing the amount of overall lending exposure, gave up FF113 at FF841.

BNP fell FF32.20 to FF337.80, Paribas tumbled FF34.50 to FF420 and CCF lost FF26.10 at FF385.90. German banks remained under pressure with Hypo-Vereinsbank tumbling DM7.15 to DM118.70. Deutsche Bank lost DM6.25 to

### THE DAY'S CHANGES

	% Change
Madrid	-6.3
Helsinki	-6.4
Milan	-5.3
Amsterdam	-5.1
Paris	-4.8
Zurich	-4.4
Frankfurt	-4.3
Stockholm	-2.8
Moscow	+4.8

DM102.10. Dresdner Bank fell DM2.05 to DM70.45 and Commerzbank DM1.88 lower at DM50.22.

Swiss banks resumed their slide after Wednesday's news that Credit Suisse's investment banking arm, CS First Boston, had \$3.9 billion of exposure to Russia and Brazil.

Credit Suisse, down almost 10 per cent on Wednesday, lost another SF14 to SF198, as banking analysts took contrasting views on the stock. Morgan Stanley upgraded its investment rating and said its share price target was SF245.

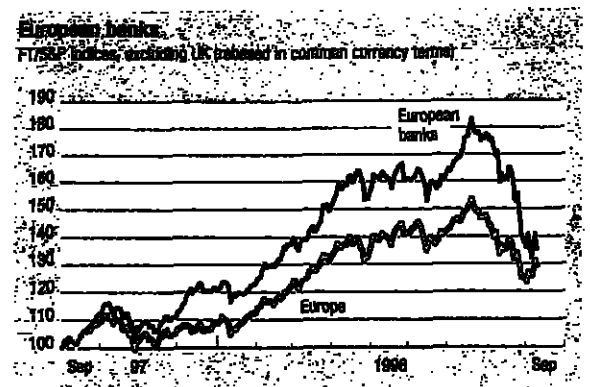
Lehman Brothers, however, cut its rating, saying that the downgrade reflected CSFB's \$250m losses by the end of August because of its exposure to Russia. Lehman added that uncovered exposures remained substantial.

## Golds defy downward trend

### SOUTH AFRICA

Golds in Johannesburg rallied strongly but the broad market fell foul of the global downturn and the all share index closed off 121.4 at 4,833.9.

Industrials tumbled 258.3



European banks' share prices have fallen sharply since 1996, while the European stock index has been more resilient.

and further charges seemed likely. Rival UBS was down SF40 at SF485.

In Vienna, Bank Austria took another beating, dropping Sch99 to Sch808 after a 6 per cent slide on Wednesday as investors continued to focus on its Russian liabilities.

Italian banks were hard hit, with three blue-chip financials suspended limit down: BCI down L\$58 to L\$213, Banca di Roma L\$64 lower at L\$2,662 and San Paolo off L\$175 at L\$20,136.

Sentiment was equally depressed in Spain where Latin American devaluation scares were again rife.

Santander fell Pta235 to Pta2,295 and BBV lost Pta206 or 11.1 per cent to Pta1,670. Up to 30 per cent of both banks' total lending is to Latin America.

PARIS closed just 19 points above its low for the session with the CAC 40 index off 172.7 to 3,589.35 in heavy turnover of FF12.5bn.

Schneider and STMicroelectronics both fell more than 10 per cent. Schneider shed FF4.80 at FF305.10 while the Franco-Italian chips group, hit by the latest round of negative demand news from the industry, came off FF36 at FF319.

Uzinor lost FF4.20 at FF57.85 as worries about Asian imports hit sentiment.

Foods group Danone was the one blue chip to stand out against the downturn, adding FF12 to FF1,572.

FRANKFURT dropped more than 8 per cent to its lowest levels of the day, hit by Wall Street's early tumble and a weak dollar's fall to a

10-month low against the D-Mark. By the close, the Xetra Dax index was 214.39 lower at 4,744.05.

Export-related stocks were hit by currency considerations. BMW lost DM26 to DM1,245 and its preferred stock DM90 to DM745.

VW lost DM6.80 to DM124.85 in spite of news that group deliveries in the first eight months rose 5.7 per cent. Daimler-Benz fell DM6.80 to DM154.90.

Software group SAP was another sharp loser, with its preference shares giving up DM58.70 to DM98.25.

The chemicals sector was under pressure with Hoechst in the spotlight after its chief executive cautioned that 1998 earnings per share could be lower than in 1997.

He also said pressure on margins was continuing and the company expected to sell

its Vianova resins group. Hoechst fell DM4.45 to DM68.45. Henkel lost DM11.90 to DM145.05 and Schering gave up DM1.50 to DM178.35.

AMSTERDAM fell 55.29 to 1,021.31 on the AEX index after another torrid session for financials.

ABN Amro gave up Fl2.70 to Fl38.90 and ING lost Fl9.50 or 8.5 per cent at Fl102.90 with volume in both stocks topping 11m shares.

ASM Lithography crashed lower on demand worries following negative July figures for global chip sales. The shares hit a low of Fl32.30 before closing off Fl2.90 at Fl35.30. Business software leader Baan retreated Fl4.90 to Fl56.10.

The overnight profits warning from US detergent giant Procter & Gamble sent Unilever lower, depressing the shares Fl6.80 to Fl129.70. Heineken shed Fl2.80 to Fl80.50 ahead of today's interim results.

HELSINKI took a sharp tumble with the Hex general index losing 245.99 to 4,302.90. The forestry sector, down 6.8 per cent, was hard hit by a weak dollar, while insurers tumbled 7.9 per cent, exaggerating the market's move. Nokia finished FM32 down at FM388.

Written and edited by Michael Morgan, Jeffrey Brown, Peter Hall and Paul Grogan

## Tokyo slips despite yen rally

### ASIA PACIFIC

Despite a better day for the yen, which rallied against the dollar, TOKYO fell for the second day running as the Bank of Japan's cut in interest rates failed to inspire confidence, writes Alexandra Harney.

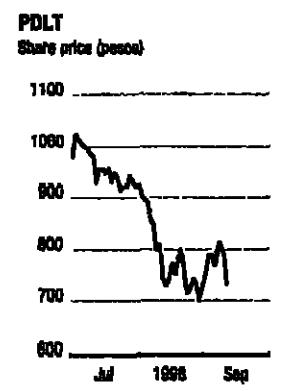
The Nikkei 225 Average lost 89.51 or 0.6 per cent at 14,666.03 in moderate trading. The index moved between 14,530.82 and 14,902 and turnover fell back to about 370m shares.

The Topix index of all first-section shares lost 0.6 per cent or 6.1 at 1,109.91. In Osaka, the OSE finished down 59 at 15,254.

Banks suffered losses and there was heavy selling near the close of trading. The financial sector fell steeply, losing 3.8 per cent. Long Term Credit Bank of Japan slipped Y2 to Y32 and Sumitomo lost Y23 to Y1,110. Bank of Tokyo-Mitsubishi lost Y7 to Y1,087.

Fuji Bank, which has denied reports of losses from derivatives trading, gained Y4 to Y338 as the day's most heavily traded issue. Sakura Bank gained Y8 to Y254.

Electronics companies were also down. Toshiba



Source: Reuters/FT

came off Y4 to Y470. Hitachi Y1 to Y819 and Fujitsu Y23 to Y1,221.

Trading houses Marubeni and Nissho Iwai fell after Moody's cut its ratings for the companies. The former lost Y1 to Y234 and Nissho Iwai Y5 to Y190.

KUALA LUMPUR had another volatile run, falling 9.45 or 2.4 per cent to 380.20 on the composite index after movements of plus 22, minus 21 and plus 11.5 per cent over the past three sessions.

Volume turned lower with 201m shares traded, against 383m on Wednesday, as traders struggled to make sense of the capital controls

imposed at the start of the month.

Time Engineering and Technology Resources were the most active shares on news that the two were in merger talks. Time lost 1 cent to 91 cents and Technology Resources added 7 cents to M\$1.29.

MANILA ran up against foreign selling of blue chips and the composite index ended off 57.25 or 5 per cent at 1,100.17. The foreign selling was sparked by a soft day for the peso. PLDT fell 60 pesos or 7.8 per cent to 735 pesos and Ayala Land 25 centavos or 4.9 per cent to 4.95 pesos.

SEQUEL was sharply higher, spurred on by heavy late buying in futures-linked trade and the composite index rose 8.73 or 3 per cent at 338.95.

Korea Long Term Credit Bank rose Won250 to its daily limit high of Won2,365 ahead of a statement today confirming a merger with Kookmin Bank. Kookmin rose Won220 to Won1,150 in heavy trade of 7.2m shares.

Energy developer Dong Won went limit-up for the second day after its president said on Wednesday the company had discovered

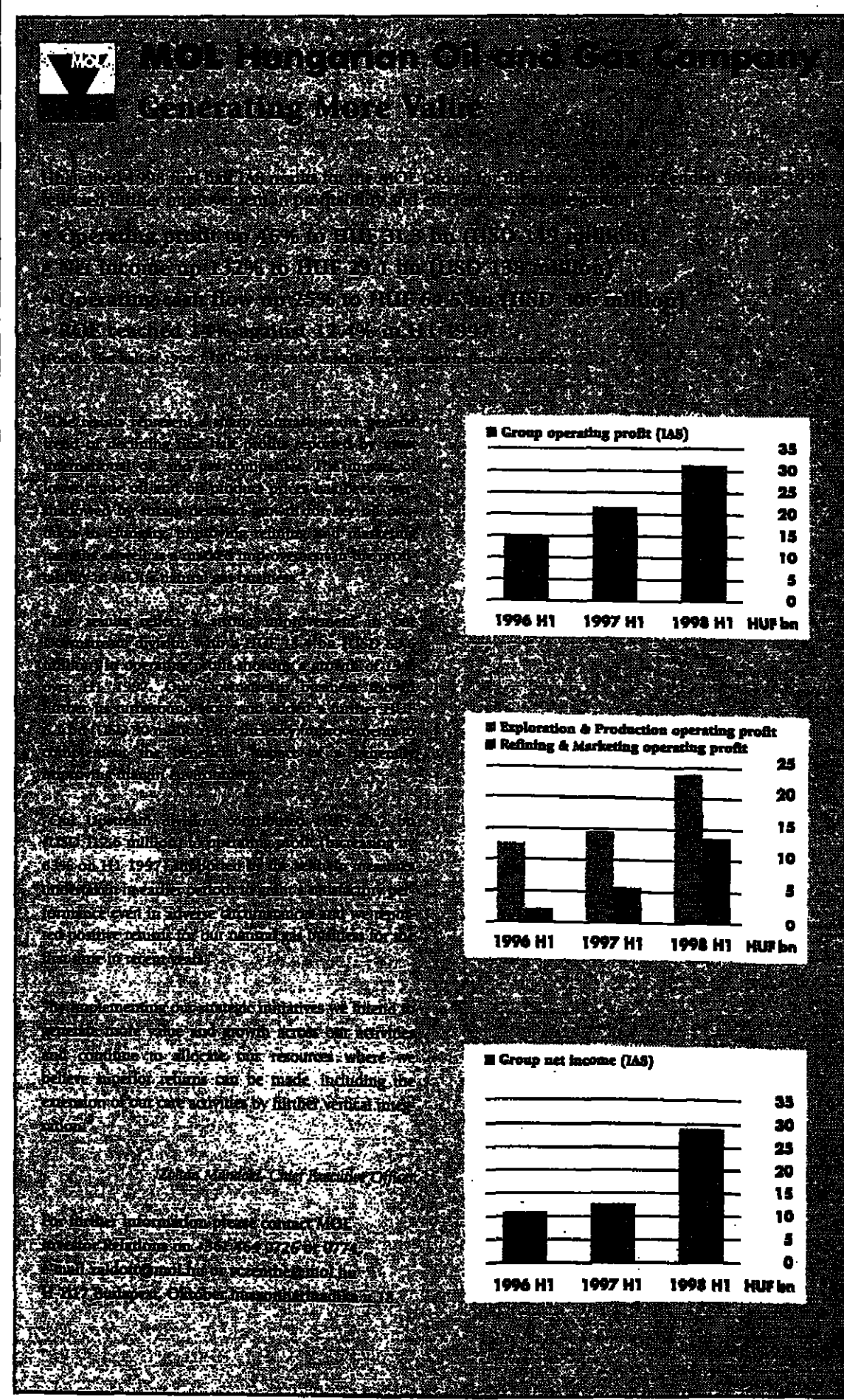
major natural gas reserves in Bolivia. Dong Won rose Won200 to Won56,000.

SINGAPORE was broadly lower, with Malaysian shares traded over the counter bearing the brunt of the falls as investors took profits after Wednesday's sharp gains.

The UOB-OTC index, tracking mostly Malaysian shares, dived almost 7 per cent to an intra-day low of 218.99 before inching back up to end 14.36 weaker at 215.61. The broader Straits Times index lost 20.46 or 2.3 per cent to 885.00.

HONG KONG mostly traded sideways with most interest centred on China stocks. The Hang Seng index ended down 55.49 or 0.7 per cent at 7,849.96. Boosted by hopes for lower Chinese interest rates and short-covering, China stocks pushed higher. The red-chip index gained 4.1 per cent and H shares 2.5 per cent.

WELLINGTON fell 32.39 or 1.8 per cent to 1,760.78 on the 40 capital index, dented by Standard & Poor's revision of New Zealand's foreign currency rating to negative. NZ Telecom shed 23 cents to NZ\$7.45 and Lion Nathan 10 cents to NZ\$4.35.



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# RECRUITMENT



RICHARD DONKIN

## The ultimate job test

Employee drug testing, commonplace in the US, will become the norm in Europe

The job is almost yours. You are eminently qualified and you breeze through the interview. The pay, conditions, holidays and prospects for advancement look ideal. But there is the minor matter of the drug test. How would you feel about giving a urine or hair sample to your prospective employer?

A book published this week argues that drug testing in the workplace is inevitable and necessary. It criticises the UK government for failing to tackle the issue in its recent white paper on drugs and forecasts that the testing of employees, which has become commonplace in the US, will soon become a dominant issue in the UK.

Patrick Dixon, the book's author, says governments are "scared" of using drug prevention programmes, including workplace testing, even though as many as 70 per cent of all drug users are in work. He argues that "employers should be able to choose to take action where staff are found to test

positive for drug use, if they work in situations where the health or safety of others could be compromised". He believes that drug testing could be combined with a drive against alcohol intoxication.

However reluctant European governments may be to confront such issues, the US experience would suggest that it is time the implications of workplace drug testing are researched and debated before inappropriate legislation is enacted that does not fully consider civil liberties and the fairness and use of the tests.

Employee drug testing in the US has grown into a \$340m a year industry. By January 1998, says the book, some 81 per cent of large US companies were testing for drugs, covering 40 per cent of the workforce. Some 95 per cent of employers with workforces of more than 2,500 people had drug policies and 91 per cent had drug testing programmes. Federal policy is to spread the use of testing into small businesses, which would

bring some 87 per cent of the workforce into the net.

Drink and drug problems are rife in some US industries. The US construction industry has reported substance abuse by up to one in four workers. One survey of 250 large and small companies found that one-third viewed drugs and alcohol as problems; and half of the companies said they would sack an employee on the spot if they were found to be under the influence of drugs or alcohol at work.

Testing, says Dr Dixon, has made significant inroads into preventing drug abuse, although one example given in the book perhaps says more about the creation of social problems by irresponsible employment policies than it does about abuses by employees. He quotes a plastics company in the mid-west where some staff took stimulants to keep awake when management increased the normal eight-hour shift to 12 hours in an attempt to raise production.

When the safety manager began to find powder residues and razor-cut marks on equipment he realised

that amphetamine addiction had become widespread. The company estimated that between 15 and 20 per cent of the workforce were taking drugs, often on the job, and began testing in line with a drugs education and prevention programme. Drug taking had fallen to "negligible levels" within a year, writes Dr Dixon.

He cites another example of a Wisconsin cardboard factory whose insurers became concerned about an unexpectedly high level of accident claims. The introduction of random drugs testing and education programmes reduced accident claims by 72 per cent the following year and led to an 80 per cent decrease in days lost because of injuries.

According to figures quoted by Manpower, the employment agency, SmithKline Beecham, which carried out some 5m drug tests among its US workforce last year, reported that 5 per cent tested positive for illegal substances, down from 5.8 per cent in 1996. Drug use has declined each year, says the company, since 1994 when 7.5 per cent of its US workers tested positive.

Cocaine use, which had accounted for almost a quarter of all positive tests in 1996 had dropped to 16 per cent of positive tests in 1997, although marijuana use had increased.

The company has recently become worried about workers trying to cheat tests

by adding nitrates to their urine samples. Employee testing is spawning a flood of new products, some of which are designed for drug detecting and others which claim to produce negative test results. Advice is also appearing on the internet, including a "guide to passing a piss test". Company urine testers are referred to colloquially by civil liberties organisations as "bladder cops".

Dr Dixon quotes studies in the US that claim that substance abusers, including those with an alcohol problem, are a third less productive than other workers and are three times more likely to be late.

But US civil liberties groups make a distinction between those who use cannabis and those who drink, claiming that cannabis users have better absenteeism records than alcohol users.

The American Civil Liberties Union has accused US companies of wasting millions of dollars a year on urine testing. But few might oppose the safety argument for drug testing in transport. The US Department of Transport, for example, has the largest drug testing programme in the world, covering 8m workers. Those who test positive are referred for professional help.

While the case for the use of testing in transport may be compelling, it may be far less so for its routine adoption across all sectors.

Recent controversies over the use of drugs in sport have demonstrated that the issues are unclear. European governments will find it increasingly difficult to avoid the issue for much longer as US companies with a European presence seek to impose their drug testing policies more widely. Companies will need guidance.

Drug testing should only be introduced after a company has a written substance abuse policy, supervisory training, and employee education and assistance programmes.

The need to do something may well be driven by commercial pressures ahead of any government initiative. Some companies in the US have found themselves under pressure from insurers to introduce testing among employees. Dr Dixon expects such pressures to emerge in Europe. "Companies that don't test will go bust. Their insurance premiums will go through the roof," he says.

"Workplace drug testing is urgently needed and will be forced on employers for economic and safety reasons."

*"The Truth About Drugs by Patrick Dixon, Hodder & Stoughton, £7.99. It is available from FT Bookshop by ringing FreeCall 0500 500 635 (UK) or +44 181 324 5511 (outside the UK). Free p&p in UK"*

richard.donkin@FT.com



### WORKING BRIEFS

#### IoD to provide training and workshops for board directors

The UK's Institute of Directors has launched a new service to provide training, workshops and advice on the role of directors. The service can provide preparatory training for senior executives who are about to join a main or subsidiary board and specific training for existing directors. One area, for example, might be preparing for restructuring or a merger.

The service also offers induction courses for new directors and board appraisal, which can be particularly useful for a family business bringing in new shareholders or for those undertaking a management buy-out or buy-in. "The consultancy is a response to a growing number of requests for training and consultancy for boards and senior managers within their own company," says David McWilliam, the head of the new service. +44 171 766 8834/8837

#### Works councils

Companies seeking advice on how to organise European works councils

may benefit from lessons learned by those who have already established them, which are included in a new report from the UK's Involvement and Participation Association.

The study is based on interviews with management and employees in 26 companies who have already set up works councils. Most set them up during the UK opt-out from the European Union directive.

Rachel Sloan, the report's author, says that the best works councils have developed a clear policy on issues such as disclosure, appropriate levels of consultation and whether the council has any legitimacy in corporate decision-making. *European Works Councils: Moving Forward with Employee Consultation*, £10, +44 171 354 8040

#### Ageism advice

Ageism among recruiters is damaging the job prospects of older graduates, according to the Employers Forum on Age and the Association of Graduate Careers Advisory Services. They have issued an advice sheet for mature graduates seeking work. Some graduates as young as 29, they say, have had problems getting a place on graduate entry schemes. Details: +44 1227 782285

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All direct responses will be forwarded to Walker Hamill

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The European Central Bank (ECB), established in Frankfurt am Main on 1 June 1998, is urgently seeking a functional system support expert for its Directorate General for Operations. The ECB has its own terms and conditions of employment, including a competitive salary structure, retirement plan, health insurance and relocation benefits. Candidates must be a national of a Member State of the European Union.

The holder of this position will be a member of the Application Support Team which will maintain and further develop the ECB FinanceKIT system. This system is used for the management of the ECB's foreign reserve assets, the management of the ECB's own funds and the ECB's monetary policy operations. It will be used by all euro-area central banks across a private network. FinanceKIT has front- middle- and back-office functionality.

The Application Support Team will have both functional and technical expertise. Its tasks will include end-user assistance, co-operation with the vendor, co-operation with IT experts, specification, configuration, testing, documentation and data management.

#### Qualifications

- Good knowledge of trading operations
- Practical experience of supporting systems in the field of trading or portfolio management (front- middle- or back-office systems).
- Ability to analyse business requirements, present them in writing, and implement them in practice.
- Ability to organise and conduct testing activities in a systematic way.
- Ability to work under time pressure.
- Ability to take responsibility for tasks related to development and maintenance.
- Very good command of English and proven drafting ability in English. Working knowledge of other European Union languages is desirable.

Ref: ECB/GS/12/98FT

#### Applications

Applications should include a Curriculum Vitae and a recent photograph, together with references confirming the required experience and skills. They should quote the reference number and should be addressed to the European Central Bank, Directorate Personnel, Postfach 16 03 19, D-60066 Frankfurt am Main, and should reach us no later than 30th September 1998. Applications will be treated in the strictest confidence and will not be returned.

This vacancy is also published on Internet: <http://www.ecb.int> but applications should only be submitted on paper via surface mail.

## Japanese Equity Fund Manager

### Excellent Package

With funds under management of over \$55 billion, Phillips & Drew is one of the UK's leading institutional fund managers, offering a full range of investment products to meet the needs of corporates, local authorities and charities.

Due to internal reorganisation, we are looking to recruit a fund manager with strong knowledge of the Japanese equity market to join our small Japanese investment team, which is based in London and has a strong track record.

#### Your role

The role predominantly involves identifying investment opportunities and managing client portfolios. You will undertake a significant amount of research and analysis, and you will be expected to produce sound analytical justifications for your recommendations. You will also have responsibility for structuring and maintaining client portfolios. Frequent overseas travel is part of the role.

#### Your qualifications

With 5 years' experience of detailed research of Japanese companies, you must be able to demonstrate a track record of successful investments and sound knowledge of the Japanese equity market. To complement your strong analytical ability, you will be an effective team player with excellent communication skills, as well as the ability and keenness to take personal responsibility for managing client portfolios.

Essential requirements are a strong academic background and IMRO registration. Good Japanese language skills are desirable. Ideally, you will hold the IMR (or equivalent) qualification, although we will support the right candidate through a structured study programme for this.

#### What we can offer

As well as a well-established and successful business profile, you will enjoy a professional, team-oriented and supportive working environment, and a highly competitive remuneration package including discretionary performance award, housing allowance, non-contributory pension scheme and private healthcare.

To apply, please send your CV and covering letter to: Mrs Lefki Frangou, Personnel Officer, Phillips & Drew Limited, Triton Court, 14 Finsbury Square, London EC2A 1FD.

Regulated by IMRO

phillips & drew



FINANCIAL TIMES

**les Echos**  
Le Quotidien de l'Economie

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world. For information on rates and further details please telephone:

Karl Loynton on +44 0171 873 3694

#### CHIEF FINANCIAL OFFICER

Global High-tech Equipment Company: \$500MM Sales seeks Experienced CFO. West Coast. Public Company Experience. Send resumes to: Research Department, P.O. Box 537, Grand Central Station, New York, NY 10163

Become a Key Financial Centre of the

The financial services industry is undergoing a period of rapid change. The successful candidate will be a highly motivated individual with a strong background in financial services and a proven track record in sales and marketing. The role involves identifying and developing new business opportunities, managing client relationships and ensuring the highest level of customer service. The successful candidate will be responsible for the overall performance of the business and will be expected to achieve significant growth over the next five years. The role is a challenging and rewarding one, offering a high level of responsibility and a competitive salary and benefits package. The successful candidate will be a member of the senior management team and will be expected to work closely with the other members of the team to ensure the success of the business. The role is a key position in the business and will be a great opportunity for a motivated individual to make a significant contribution to the success of the company.

Financial Services Authority

**MANAGER  
ASSET  
MANAGEMENT  
DIVISION**

Middle East  
Excellent Package

HW

My Trade

Strategic role managing a team of traders

The successful candidate will be a highly motivated individual with a strong background in financial services and a proven track record in sales and marketing. The role involves identifying and developing new business opportunities, managing client relationships and ensuring the highest level of customer service. The successful candidate will be responsible for the overall performance of the business and will be expected to achieve significant growth over the next five years. The role is a challenging and rewarding one, offering a high level of responsibility and a competitive salary and benefits package. The successful candidate will be a member of the senior management team and will be expected to work closely with the other members of the team to ensure the success of the business. The role is a key position in the business and will be a great opportunity for a motivated individual to make a significant contribution to the success of the company.

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EXCHANGE

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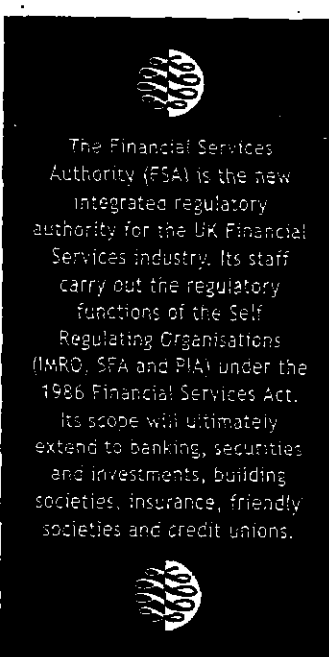
Base Metal

The successful candidate will be a highly motivated individual with a strong background in financial services and a proven track record in sales and marketing. The role involves identifying and developing new business opportunities, managing client relationships and ensuring the highest level of customer service. The successful candidate will be responsible for the overall performance of the business and will be expected to achieve significant growth over the next five years. The role is a challenging and rewarding one, offering a high level of responsibility and a competitive salary and benefits package. The successful candidate will be a member of the senior management team and will be expected to work closely with the other members of the team to ensure the success of the business. The role is a key position in the business and will be a great opportunity for a motivated individual to make a significant contribution to the success of the company.

MORGAN STANLEY



## Become a Key Figure at the Nerve Centre of the Pensions Review



Associates: Policy and Standards Department, Pensions Review Division

The Pensions Review is of major significance for consumers throughout the country. Its unprecedented scale in regulatory terms also makes it a very major project for the FSA, and it is at the cutting edge of consumer protection.

You have an opportunity to play a key part in the Review - and to learn about many aspects of the FSA's work - by joining the Policy and Standards Department. This small team acts as the focal point for review strategy, co-ordination, public relations and technical standards. The current public debate on provision for old age and appropriate longer-term pension policy also makes it a particularly interesting time to work in this part of the FSA.

As an Associate, your focus will be on policy work for the ongoing priority review as well as the implementation of the recently announced Phase 2. This will involve ensuring consistent standards whilst finding pragmatic and fair solutions to difficult technical or practical problems. You will

liaise with the industry, the Investors Compensation Scheme and a wide range of other interested bodies. You will also be responsible for ensuring the FSA delivers an effective consumer awareness campaign.

We are looking to appoint people with experience of policy formation, problem solving, strategic thinking, and business regulation. A good working knowledge of pensions would also be an advantage. The ability to communicate effectively to a variety of audiences is important, as is a capacity to think about issues from all perspectives.

To put yourself at the very heart of the Pensions Review, please telephone 0171 269 6204 for an application form, quoting UW171.

Closing date for receipt of application forms: 23rd September 1998.



Financial Services Authority

## MANAGER ASSET MANAGEMENT DIVISION

Middle East Excellent Package

Our client, a leading financial institution in the Gulf area, seeks a dynamic and talented individual to manage the Asset Management Division.

The asset management division is growing at an impressive rate. The division manages substantial funds predominantly in unit trusts. This position presents a rare opportunity to make a real impression on the development of a high-profile division of the business.

Based in the Gulf area, your responsibilities will include:

- to manage and develop the overall strategy of the division including product and manager selection;
- to build and manage relationships with investment managers and service providers;
- to coordinate the marketing activities of private, corporate and retail bankers at the Bank;
- to prepare management reports including profitability analysis and performance benchmarking.

The successful applicant will be a graduate in finance, economics or marketing and will have 4-5 years experience within the industry, probably in mutual funds or unit trusts. A committed team-player with outstanding verbal and written communication skills you will be rewarded with an excellent remuneration and benefits package.

In the first instance, please contact, in complete confidence, Andrew Somerville or Matthew Blagg on +44 (0) 171 344 4281. Alternatively, please send your full CV, including the details of your current remuneration, to HW Harrison Willis International, Cardinal House, 39-40 Albemarle Street, London W1X 4ND, UK. Fax: +44 (0) 171 344 0364. E-mail: andrew.somerville@hwgroup.com Internet: www.hwgroup.com



INVESTOR IN PEOPLE

## Commodity Trading Support

a broad-based role managing a team dedicated to excellence

The importance of ensuring that the support function is as professional as the traders are profitable is nowhere more in evidence than in our client's oil business, the largest sector in a varied commodity company.

The role encompasses a range of responsibilities covering close cooperation with the traders in position-taking, P & L calculations, management information systems review and crucially, Risk exposure.

Ideal candidates will have a sound background in trading support, a good understanding of accounting principles (not necessarily backed by a paper qualification) and demonstrable experience of market risk exposure. Whilst exposure to oil trading would be particularly attractive it is not an absolute.

Flexible, intellectually strong, commercially aggressive and a good common sense approach are amongst the traits required.

Career prospects are first-class and the benefits package is flexible enough to appeal to the best.

Please send full career details to Simon Hughes or Malcolm Lawson at Exchange Consulting Group, 13 St. Swithin's Lane, London EC4N 8AL. Telephone 0171 929 2383. Fax 0171 929 2805. It is our strictly held ethic that no CV is forwarded to the client without the express agreement of the candidate.



EXCHANGE Consulting Group  
SEARCH AND SELECTION



## Base Metals Trader

to bring physical trading skills to an expanding derivatives area

Morgan Stanley Dean Witter are pre-eminent in commodities trading and risk management. As part of our continuing growth there is an intention to expand within the Base Metals area by making a key appointment.

There are high levels of commitment to this position and candidates must demonstrate equally strong dedication in addition to technical trading skills of the highest order. Five years' trading experience within physical base metals is seen as the absolute minimum and we will be particularly interested in candidates with experience and understanding of derivative products.

Marketing and communication skills are essential as is a pro-active ideas-based approach; the successful development of the business will rest on the strengths and individual flair of this crucial appointee coupled with his or her ability to work closely with a small close-knit team.

Career prospects are unrivalled for the right candidate and the remuneration package geared to attractive bonus elements should appeal to high calibre candidates.

Please send full career details to our retained consultants, Trish Collins or Francesca Marzola at Exchange Consulting Group, 13 St. Swithin's Lane, London EC4N 8AL. Tel 0171 929 2383. Fax 0171 929 2805. Any CVs sent direct will be referred to them.

MORGAN STANLEY DEAN WITTER



## CENTRAL BANK OF THE UAE

CHALLENGING AND PRESTIGIOUS CAREER POSITIONS  
UAE BASED (DUBAI OR ABU DHABI) EXCELLENT REMUNERATION PACKAGE

Our Institution is the Monetary Authority in the UAE with overall responsibility for directing the monetary and banking policy and supervision over its implementation in accordance with the State general policy and in such ways to help support the national economy and stability of the currency.

Central Bank of the UAE is now seeking to employ qualified professionals to help in achieving its mandate and to secure the required expertise and know-how to enhance existing local talents.

### BANK SUPERVISORS

■ The Bank Supervisor will be responsible for managing certain financial analysis activities including financial statements, portfolios and for developing performance standards for conducting investigations.

■ The ideal candidate will be a qualified accountant (ACA, CPA), and/or a member of the institute of banking with extensive experience in banking and financial institutions. The individual should be aged between and possess excellent analytical financial and communication skills.

### BANK EXAMINERS

■ The main duties of the Bank Examiner will be to carry out field inspection to ensure compliance with rules and regulations by the banks operating in the country.

■ The ideal candidate, should have a proven track record in bank inspection at a major bank audit firm, and should be a qualified accountant preferably ACA/CPA.

### BANK EXAMINERS OF INVESTMENT PRODUCTS

■ The Bank Examiner of Investment Products will be responsible for field inspection of bank dealing rooms, investment companies, money changes, and all business entities involved in investment, marketable securities, foreign exchange and derivatives business.

■ The ideal candidate should have at least five years' experience on managing investment, marketable securities, foreign exchange plus having good knowledge about derivatives.

### INVESTMENT ANALYSTS

■ The Investment Analyst will be responsible for managing investment in treasury deposits, government securities, other marketable securities, and foreign exchange.

■ The ideal candidate should have at least five years' experience on managing investment in fairly active organisations, banking and financial institutions.

Interested candidates should forward their CV together with recent photo before end of September 1998 to Mr. Salim Al-Adab, Manager Personnel Division - PO Box 854 Abu Dhabi: Fax No.: (971-2-665978).

Response will be sent to all applicants with date and place of the interview for the selected ones.

## New Season - New Start

### Credit Analysts in Top US Investment Houses

**£30-60k + package**  
The expansion of business has left our leading US house with requirements for 1st class individuals in the area of credit analysis. Analysing Corporates/FI's and counterparties across world portfolios, the successful candidates must have:

- 1st class academics from a recognised leading institution.
- Up to 3 years quality experience preferably with formal training from a recognised bank.
- A knowledge of credit issues coupled with an appetite to succeed in an environment of uncertainty.

In a rapidly expanding market, the time is now right to make the move into a potential career rewarding role. Our clients are at the leading edge, a position where I am sure you would like to be.

Contact Lee Humphrey

### Quants, Risk and Entry Level

**£35-80k basic + bonus**  
Last week had some catastrophic results for some people. Share prices tumbling and markets in turmoil. What does this say to you? Doom and gloom with the nagging paranoia over your future, or maybe you are the 1% for whom there are never problems, only opportunities. If it is the latter, our clients, a European and American investment house would be interested to hear from you.

To be considered you will have two of the following:  
• Strong Quantitative PhD in Maths/Physics/Engineering.  
• Strong IT skills in C++, VBA, Excel.  
• At least 1-2 years experience as a quant in any area.  
This is your chance for re-generation and growth. Are you ready for the exciting challenges ahead? Have your CV to hand.

Contact Alex Babic

### UK Investment House

**£35-70k + bonus**  
The summer slow-down is over and a new challenge awaits. Do you want the prestige of working for an investment bank that is consistently at the top of the UK league tables? Do you want constant deal flow, supported by excellent client relationships? Our client, a leading UK investment house is seeking corporate financiers at both Executive and Senior Executive level.

Potential candidates will have:  
• A minimum of 18 months corporate finance experience.  
• Outstanding academics and a professional qualification (ACA, LLB, MBA).  
• The ability to thrive under pressure and the drive to succeed.  
• At senior level a sector specialism is an advantage, in particular telecoms, consumer products or financial institutions.  
This opportunity rewards the best candidates with early responsibility, clear career progression, and good financial remuneration.

Contact Kathryn Thornton

### US Bank

**£50 + bonus and benefits**  
Our client is a global US investment bank which provides high level advisory services. Renowned for granting autonomy at Associate level, this role represents a coveted opportunity to get involved in high profile transactions through all stages of the deal life cycle.

Our client demands:  
• A background in M&A of at least 2 years from a quality institution.  
• An outstanding academic background and a professional qualification (ACA, LLB, MBA).  
• A second language would be advantageous.  
This opportunity would suit a Corporate Financier who seeks the opportunity to increase their profile with the security of a high-calibre deal flow. This opportunity secures a position with a brand-name house that is assured of a prominent part in the market segmentation of the new millennium.

Contact Amanda Lote

**BADENOCH & CLARK**  
recruitment specialists

16-18 New Bridge Street, London EC4V 6AU  
Tel: 0171 583 0073 Fax: 0171 353 3908

## PROJECT FINANCE TEAM LEADER

Tax free compensation plus generous ex-patriate benefits MIDDLE EAST

Our client is one of the Gulf's most significant institutional investors and has one of the most successful Project and Trade Finance groups in the region. As a consequence, it has been involved in many high profile projects across the Middle East. Due to the continued success of the business there is currently the requirement to hire a team leader who will manage one of the project finance teams, consisting of a small (2-3) high performing and high calibre group of individuals. The role will be a combination of business originator, leader and coach.

### The Position

- Source and negotiate project finance deals across a region.
- Manage, coach and develop the team.
- Negotiate and organise syndicated loans.
- Prepare analyses of credit and cash flows.
- Liaise and work with the appropriate divisions within the institution.

### The Requirements

- Extensive project finance experience gained within a leading project finance bank.
- Experience of managing and leading a team.
- Strong commercial skills.
- PC literate.
- The successful candidate will also combine the following qualities: strong intellect, energy, focus, team playing and open-minded attitudes.

Please send your CV with current salary details to: Metin Mitchell, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 30279CJ04.

Alternatively send by fax on 0171-312 3380 or by e-mail to kfo-london@kornferry.com Internet Home Page: http://www.kselection.com

K/F SELECTION

A DIVISION OF KORNFERRY INTERNATIONAL



## EMERGING MARKETS SEARCH & SELECTION

### MAJOR US BANK - CENTRAL EUROPEAN CORPORATE FINANCE ORIGINATION

Our client, a global US commercial & investment bank, is expanding its London-based corporate finance team covering the emerging markets of Europe and Central Asia. As part of this initiative, candidates are required for the position of Country Manager - Central Europe, with a particular emphasis on Hungary, the Czech Republic and Slovakia. Primary responsibilities will include:

- Development and implementation of business strategy
- Relationship management - domestic & multinational corporations, financial institutions, government entities
- Cross-border business origination - structured finance, debt capital markets, structured trade & project finance, advisory, commodity & financial derivative products

The successful candidate will ideally have:

- At least 5 years corporate finance experience, with a track record of completed deals in the region
- A foundation of strong relationships throughout Central Europe at the decision maker level
- Fluency in English plus (at least one of) Hungarian/Czech/Slovak
- An entrepreneurial approach to banking, with a proven ability for lateral thinking and readiness to contribute generally to the performance of the emerging markets team

The candidates are likely to be at VP level with some 5-7 years experience, most recently with a track record of dealing at CPO level.

Interested candidates should send your CV in complete confidence to: Andrew Shuttler, Emerging Markets Search & Selection, 12 Masons Avenue, London EC2V 5BB, London, UK. Telephone: +44 171 600 4744 Fax: +44 171 600 4717 Email: andrew@emss.co.uk



## Chief Manager - Credit Control

### Pakistan

With a reputation synonymous with banking technology and unsurpassed customer services, our client, a leading Middle Eastern Bank, is seeking to recruit a Chief Manager - Credit Control to oversee the operations activities in Pakistan. As one of the largest foreign banks in Pakistan they are looking to strengthen their current position with this strategic hire.

As part of the group's credit department, the successful appointee will be responsible for recommending to management the credit policy and maintenance of risk assets. Responsibilities will also include the continual development and standardisation of credit procedures and systematic introduction of controls and checks. Furthermore, the appointee will review the provisions for debt recovery and be expected to provide specialist support services, monitor compliance and develop industry sector performance reviews.

### US\$120,000 + full expat benefits

As a finance graduate, you will have at least ten years' experience in the credit field, of which four will have been held in a managerial capacity. Key competencies in credit evaluation, risk analysis and negotiation are a given, as are highly honed interpersonal and communication skills, as well as cross-cultural awareness.

The successful candidate will enjoy tax concessions, full housing, car/driver, children's education and other expatriate privileges commensurate with this opportunity. Please contact either Derek Yau or Justin McLennan on (852) 2528 1191 for a confidential discussion, or forward a brief résumé quoting reference 3704/41 to Morgan & Banks (HK) Ltd, 5/F Chinachem Century Tower, 178 Gloucester Road, Wanchai, Hong Kong, or fax your résumé to (852) 2528 2501 or E-mail to resume@morganbanks.com.hk.

www.morganbanks.com.hk

**Morgan & Banks**  
INTERNATIONAL

## UK & CROSS-BORDER LEASING London - Frankfurt

Our current mandates include outstanding career opportunities for high calibre bankers/packers who can demonstrate success to date in providing innovative solutions to major UK & European corporate clients covering their tax-based big-ticket asset financing needs. These include:

### SENIOR VICE-PRESIDENT

Deputy team leader with both US and European tax-based lease advisory experience, with strong mandate winning skills. London based. **to £120,000**

### VICE-PRESIDENT

Marketing orientated, fluent German, with tax-based domestic and cross-border big-ticket leasing skills covering aircraft, rail, shipping etc. Predominantly advisory. Frankfurt based. **neg DM250-300,000**

### VICE-PRESIDENT

Able to source, structure and close big ticket tax-based leasing transactions via USUs, GLLs, LILCs etc. covering UK & Europe. London based. **£100,000**

### LEASE EVALUATIONS

Numerate graduates with 3-4 years' lease evaluations, computer modelling and risk/cash flow analysis experience gained from within an aircraft financing or big-ticket leasing environment. **n. negotiable, £35-60,000**

All these roles carry incentivised bonus/profit share schemes and other fringe benefits in addition to the base salaries shown. In strict confidence, please send a detailed CV to: Brian Gooch, Director, Anderson's (UK) Limited, Leasing Asset Finance Recruitment Specialists, Warrford Court, 29 Throgmorton Street, London EC2N 2AT. Telephone: 0171-466 0666 Fax: 0171-466 0667 E-mail: bgooch@andersons-uk.co.uk

London **Anderson's** Frankfurt

**National Bank of Bahrain**



بنك البحرين الوطني

### Senior Portfolio Manager

Reporting to the AGM Treasury & Capital Markets, this key position is responsible for planning, implementing and managing the Bank's capital market activities that include fixed income and investment business.

#### Major responsibilities

- Act as a senior member of the portfolio management and security trading team and to manage part of the Bank's fixed income portfolio in major currencies.
- Evaluate investment opportunities, formulate strategies and tactics to benefit from market movements in the international debt market.
- Demonstrate a dynamic assets allocation approach and the ability to implement hedging techniques to protect asset values.
- Achieve earnings targets in portfolio management and security trading.
- Co-ordinate with external fund managers and develop strategies and maximise return on assets.

#### Position requirements

- At least 7 years senior experience of portfolio management and securities trading in major currencies with an internationally recognised financial institution.
- A proven track record of achievement in the debt market.
- Knowledge and experience of derivative products and markets and expertise in the use and application of up to date information and communication systems.
- Degree qualified.

The State of Bahrain is the leading financial services centre in the Middle East and offers an excellent working environment and lifestyle in the most modern and cosmopolitan surroundings.

NBB offers an excellent tax free compensation package with additional expatriate benefits.

Please send your CV along with details of your current remuneration package to the following address to reach us not later than 25th September 1998:

Senior Manager  
Personnel Administration  
National Bank of Bahrain  
P.O. Box 106, Manama,  
State of Bahrain.

**FT**  
FINANCIAL TIMES  
**les Echos**  
Le Quotidien de l'Economie

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

For information on rates and further details please telephone:  
**Ben Bonney-James**  
+44 171 873 4027

## International Communications Company

### SENIOR EXECUTIVE - BUSINESS DEVELOPMENT

#### EXCELLENT PACKAGE / CITY

Our client is a successful US corporation focused upon serving the joint needs of companies and their shareholders. Dedicated teams, offering an exceptional scope of services and skilled in mass communications have placed the company at the very forefront of its sector. A clear and ambitious strategy for growth gives rise to this new position.

#### THE ROLE

- Key strategic member of new Management team. Define, develop and implement business expansion in the UK and then into Europe.
- Successfully build relationships with brokers/financial advisors and senior executives within the financial services community.

- Effectively manage a team to ensure the completion of projects within tight deadlines.

#### QUALIFICATIONS

- High calibre professional with at least 5 years' experience, ideally within a broking/financial advisory environment. Good understanding of the M&A/corporate finance industry and preferably authorised as a Securities Representative.
- Inspirational leader and proven business developer. Offer immediate credibility with the ability to work with and influence senior management.
- First class communication skills. Proactive, commercially astute and hands-on approach. Team player. European language skills advantageous.

SAINTY HIRD  
&  
PARTNERS



Please send a full CV and current salary details, quoting ref: 980806, to Simon Hasker, SHP Associates, Alderman House, 10-15 Queen Street, London EC4N 1TQ. Tel: 0171 815 8888. Fax: 0171 815 8800. E-mail: shp@shp.co.uk Internet: http://www.shp.co.uk

## Senior Money Market Dealer/Euro

Our commitment to the global currency markets continues to grow and our Financial Markets Division now require a Senior Money Market Dealer, based in the City, to trade the Euro cash/derivatives book.

You must have had at least 3 years' experience of trading Money Markets in at least one of the major Euro currencies, with a successful track record in Interest Rate Swaps, Futures and Options. This is likely to have been gained in a major financial institution.

Particular emphasis will be given to numerate candidates who have a degree or professional qualification and highly developed computer skills. You will have good communication skills and be a self-starter with an ability to seek creative solutions to movements in the market. You will thrive on working in a demanding yet stimulating environment and will want to assist us in achieving a competitive advantage in the development of our business.

The compensation package will include a basic salary of up to £60,000 + performance related bonus and the usual banking benefits.

Please forward a full CV, with details of current remuneration, to: Keith Cuthbertson, Commonwealth Bank of Australia, Senator House, 85 Queen Victoria Street, London EC4V 4HA.

**Commonwealth Bank Australia**



## First World Bank Conference on Capital Markets Development at the Subnational Level

Local Strategies to Access Financial Markets: Lessons and Opportunities for Latin America and Central and Eastern Europe

Sancti Spiritus, Spain, October 26-29, 1998

TOPICS:	Credit Ratings and Financial Guarantees	Dealing with Non-Performing Subsovereign Borrowers (Argentine and Brazilian cases)	MAIN SPEAKERS:	Luis Paulo Fernandes, Conde Mayor of Rio de Janeiro, Brazil	Gonzalo Pinedo, Mayor of Santander, Spain
Macroeconomic Implications of Subnational Borrowing	Borrowing through Financial Intermediaries	Financing Typical Subnational Investment (revenue bonds)	Michael Borch, Director Capital Markets Development Department, World Bank	Mark Schneider, Assistant Administrator, Bureau for Latin America and the Caribbean, U.S. Agency for International Development	
Legal, Regulatory and Institutional Framework for Subnational Borrowing	Debt Management Transparency and Information Disclosure	Financing of Infrastructure Investments on the Municipality (G.O. Bonds)	Ana Patricia Botta, Chief Executive Officer, Santander Investment, Spain	Danny Leijer, Director Finance, Private Sector and Infrastructure Department, World Bank	Teresa Ten-Massola, Deputy Director, Western Hemisphere Department, International Monetary Fund
Regional and Local Capacity for Financial Management	Collateralization Financial Management and Funding Strategies	Financing of Infrastructure Investments on the Municipality (G.O. Bonds)	Shahid Javed Burki, Vice-President for the Latin America & Caribbean Region, World Bank	Jose Joaquin Martinez, Sisco President, Canadian Automobile Community, Spain	
The View from the Market	Choice of Instruments and Borrowing Structures	Vehicles for Joint Public Investments	Marcus Burt, Mayor of Aachen, Germany	Gabor Demaszky, Mayor of Budapest, Hungary	

For additional information and registration contact: L. Kumar Arora at (202) 473-9328; Fax: (202) 676-0239; e-mail: larora@worldbank.org. For press information contact Monica Echeverria at (202) 473-1315; e-mail: mecheverria@worldbank.org. Conference website at: [www.worldbank.org/html/laandcar/cap-markets/](http://www.worldbank.org/html/laandcar/cap-markets/)

## McKinsey & Company

### ASSET MANAGEMENT

#### London

#### The Proposition

McKinsey & Company is seeking to further enhance its European Asset Management practice by appointing a Specialist Consultant to join the team.

The role is aimed at providing in-depth specialist support to any team conducting consultancy in Europe. The focus is on highly quantitative analysis underpinned with technical support and feedback. Potential candidates should ideally demonstrate an understanding of:

- quantitative performance attribution analysis
- risk adjusted performance calculation
- efficient frontier estimations
- reverse engineering asset management styles
- risk adjusted asset liability matching
- understanding of derivatives used by hedge funds/performance enhancements

Considerable travel is anticipated - candidates will typically be involved in projects for 3-4 week periods, regularly visiting consulting teams on site in the UK and mainland Europe. They will be expected to provide thought leadership in terms of new product development, sales and marketing innovation and performance measurement techniques.

Interested and relevant candidates should send their curriculum vitae to Shantel Latha at Stephens Selection, 20 Condon Lane, London EC4A 3TE or by E-mail to [slatha@stephens.co.uk](mailto:slatha@stephens.co.uk) quoting reference 100056

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## Investment Banking

Die Bank: Ein bedeutendes, erstklassiges Kreditinstitut mit Universalbankcharakter und Sitzpunkten an allen bedeutenden Finanzplätzen der Welt. Im Rahmen des weiteren Ausbaus des Kapitalmarkt-Geschäftes möchte die Bank mit Sitz in Deutschland ihr Investment-Banking-Team verstärken. Wir suchen für diese erste Bankadresse, neben erfahrenen Persönlichkeiten, auch jüngere Mitarbeiter mit ersten vertieften Kenntnissen in den angesprochenen Bereichen, die in diesen Aufgaben eine Chance zur Realisierung ihrer Berufsziele sehen:

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Die Aufgaben: Management des bedeutenden DM-Swap- und Options-Buches im mittel- bis langfristigen Bereich, einschließlich des Pricing strukturierter Produkte.

Die Anforderungen: Wenigstens drei Jahre Erfahrung im Handel von Swaps und Optionen sowie Sicherheit im Pricing strukturierter Produkte; händlerisches Geschick und gute Englischkenntnisse unabdingbar.

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Die Anforderungen: Erfahrung im Fixed-Income-Bereich, möglichst ein bis zwei Jahre Swap-Erfahrung, gutes mathematisches Verständnis, akquisitionorientiert, Englisch unabdingbar, weitere Fremdsprache vorteilhaft.

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Die Aufgaben: Verwaltung von Spezialfonds und Treuhandvermögen, primär im Aktien- aber auch im Rentenbereich; Anlageuniversum sind die europäischen Märkte einschließlich Deutschland, künftig auch die Emerging Markets; Mitwirkung bei Anlageentscheidungen sowie bei Kundenakquisition und -betreuung.

Die Anforderungen: Drei bis fünf Jahre Berufserfahrung als Portfoliomanager oder als Analyst, gerne auch mit quantitativen Ansätzen. Kenntnisse der europäischen Märkte, eventuell der Emerging Markets erwünscht; Englisch selbstverständlich.

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Die Aufgaben: Handel bzw. Prop-Trading in Aktien und Optionscheinen deutscher und europäischer Werte sowie entsprechender Terminkontrakte. Je nach Alter, Erfahrung bzw. zukünftigen Aufgabenschwerpunkt bei Führungsqualifikation auch Übernahme der Gruppenleitung.

Die Anforderungen: Einige Jahre im Handel europäischer Aktien und Indizes, Know-how im Umgang mit Derivaten, Teamorientierung sowie Englischkenntnisse und, für die Gruppenleitungsfunktion, möglichst Führungserfahrung.

Unser Projekt: TEN

Das Angebot: Wir wenden uns an Senioren, aber auch Junioren dieser Sachgebiete, die bei entsprechender Qualifikation die Chance haben, sich beruflich weiterzuentwickeln. Die mit dem Ausbau des Investment Banking dieser soliden Adresse einhergehenden beruflichen und persönlichen Herausforderungen und Chancen, verbunden mit einem sicheren Arbeitsplatz, sollten im Vordergrund der Überlegungen stehen. Die Positionen sind angemessen ausgestattet und bieten überdurchschnittliche Sozialleistungen.

Ihre Kontakte: Herr Thomas E. Schüller sowie Herr Matthias Junges an diesem Sonntag erreichen Sie Herrn Schüller unter +49 6172 4904-14 und Herrn Junges unter +49 6172 4904-12. An diesem Montag bis 20.00 Uhr, im Büro zu erreichen. Frau Birgit Gessner steht Ihnen unter +49 6172 4904-19 gleichfalls für die erste Kontaktaufnahme zur Verfügung. Senden Sie uns Ihre Unterlagen bzw. Ihre Vita, auch per e-mail an [SJP-Team@t-online.de](mailto:SJP-Team@t-online.de). Wir senden Ihnen dann gerne die gewünschte Unternehmens- und Positionsbeschreibung. Diskretion ist selbstverständlich.

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Due to the continual growth of European Equipment Finance, we would also like to hear from German speaking Credit and Risk management professionals for additional roles based in Europe.



AirFinance B.V.

Aviation Risk Analyst

based at Amsterdam Schiphol Airport, The Netherlands

debis AirFinance B.V., a member of Daimler-Benz InterServices (debis), is fast becoming one of the world's leading aircraft finance and leasing companies. With the backing of Daimler-Benz and leading European banks, the company has built up a portfolio of over 80 Airbus, Boeing and Fokker aircraft on lease to 22 airlines in 18 countries, with significant expansion planned. debis AirFinance employs a truly international team - currently comprising 32 people from 8 countries.

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Reporting to the General Manager - Finance and working with a team of highly motivated professionals, you will have the responsibility for compiling in-depth financial and operational reports on airlines, providing assessments on aircraft asset risks and maintaining a database on country credit risks.

A comprehensive overview of credit risk reporting is required, possibly gained in the international lending and leasing business. You will be expected to liaise with existing and potential customers and, as a result, must have a very high level of customer awareness. A high level of computer literacy, as well as an organised and methodical manner, is essential to success in this position. A knowledge of the Aviation Industry would be a distinct advantage.

The position will require a considerable amount of international travel.

Please reply with a Curriculum Vitae (including current remuneration details) to: Ms. Veronique Stals - debis AirFinance B.V., Evert van der Beekstraat 22, 1118 CL Amsterdam Schiphol Airport, The Netherlands.

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LONDON

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have the following responsibilities:

- Oversee the regular preparation, interpretation and explanation of the various analyses to clients, fund managers and senior management
- Maintain strong relationships with fund managers, management, operations, IT and external vendors
- Develop regional strategic plans and co-ordinate them with overall strategy for Global Performance Measurement
- Co-ordinate and delegate ad-hoc requests across the desk
- Manage and develop staff resources.

Interested applicants should fax or send their Curriculum Vitae and covering letter to Brian Dean at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE. Tel: 0171 915 8849. Fax: 0171 915 8714. E-mail: [brian.dean@robertwalters.com](mailto:brian.dean@robertwalters.com). Web: <http://www.robertwalters.com>. You may also apply via [http://twps.com/Robert\\_Walters](http://twps.com/Robert_Walters) quoting reference RW172.



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and finally, finance and banking. The successful candidate will be responsible for the strategic importance of the position. Our Managing Partner, Vincent H. Dornier, will be happy to provide you with more information in all confidence.

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### Fund Analyst

Major international bank are seeking to recruit an experienced credit analyst with primary responsibility will be to cover the bank's Funds and Fund Managers in the UK and some parts of Europe. These are a wide range of mutual and bank owned very large asset management Companies. Applicants must have at least two years experience of analysing funds with a good understanding of the key issues concerning the fund management industry. A sound knowledge of products and some experience of other areas of credit analysis would be an advantage. Candidates must be graduates with good credit training and enthusiastic for career progression.

### Credit Analyst

Our client, a major US bank, are seeking to recruit a credit analyst with at least two years experience of credit and risk analysis of medium to large corporates. The successful applicant will assist the senior analysts with balance sheet/flow analysis and some cash flow modelling. An excellent opportunity to really upgrade credit skills before moving on to handle own portfolio of Clients and get involved with more structured finance and products. Candidates must be graduates with good credit training and enthusiastic for career progression.

### Credit Analyst

Major European bank have a position for a credit analyst for their team within the corporate banking and lending department for specialised industries. The successful applicant will be responsible for the administration of the bank's lending portfolio and assessing risk. Duties to include reviewing management accounts, detailed balance sheet analysis and reviewing new proposals. The position will ideally suit a graduate or ACIB who has had good general bank training which incorporates at least two years in credit analysis either in one of the major clearing banks or an international bank. This position would then be very suitable for furthering ones chosen career path within credit and account management.

For further detail call or write to Tessa Beck

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E-mail: [info@asmynthebanking.com](mailto:info@asmynthebanking.com)

### Private Equity Manager - London

A private equity manager seeks an experienced investment professional to join its London office at a senior level. The London team is tasked with identifying and analysing opportunities to invest with private equity partnerships throughout Europe.

The ideal candidate profile would include previous experience of investing in such vehicles, as well as the ability to speak at least two major European languages. A period spent living and working in a foreign country would be an advantage. A degree or professional qualifications in a mathematical or financial discipline would be highly desirable.

The successful candidate would work alongside the Managing Director of the London office, who in turn reports to the parent company based in the United States. He or she will be part of a small team based in Mayfair. Remuneration will be appropriate to experience.

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and analyst-to-client communication through regular meetings, presentations, road shows, etc;

- coordination of market driven pan-European research priorities and projects;
- adoption of appropriate and compatible computer software to ensure mutual access to each member's data base and, possibly, to the markets of each other;
- identification of synergies and opportunities between member firms;
- subject to approval of the Management Committee the implementation of any policies resulting from recommendations adopted.

The ideal candidate will have a University Degree in Economics or the equivalent, with a minimum of 10 years' experience of financial analysis and/or

management, some of which in a sectorial-based research environment. Fluency in English and at least one other European language are essential. Excellent people-management skills, an authority driven by competence and a strong sense of diplomacy are required.

In return, our client offers a challenging job opportunity with an attractive salary package in a dynamic and multicultural environment.

For further information, please contact **Christophe Vandoorne** on +32 2 511 66 88 (fax +32 2 511 99 69) or send him your detailed curriculum vitae at the following address: Robert Walters Associates, Avenue Louise 66 box 5, B-1050 Brussels. E-mail: [bw@robertwalters.com](mailto:bw@robertwalters.com) - web: <http://www.robertwalters.com>

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David Williamson Associates Limited is a successful, expanding, SFA-registered boutique consultancy specialising in research and fund-raising for companies in the natural resource sectors. It is seeking to strengthen its oil coverage by recruiting a junior analyst/salesman to complement the existing team.

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In the first instance, please send your CV to Paul Amstell, Recruitment Manager.

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**FINANCIAL TIMES**  
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- Excellent academic record, possibly with an MBA, strong analytical skills, high degree of numeracy and fluent English. French and German would be a considerable advantage.
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Our client, a major US investment bank, is currently experiencing significant growth in the use of derivatives within its asset management division and is seeking experienced professionals to join its derivatives team.

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- Contribute to the quantitative effort, particularly in the area of statistical modelling, required to utilise derivatives throughout the investment process and to develop derivative based funds.
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- Familiarity/knowledge of derivatives and underlying assets, investment theory, and risk management.
- Strong programming skills/experience using C, C++, Visual Basic, S-Plus, Matlab.

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Responsible for coordinating the treasury functions of loan administration, financing compliance, interest rate risks, and the enhancement of departmental systems and procedures.

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## ASST. TREASURER

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Financial Times



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## Financial Controller

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RSL COM Telco UK Ltd provides telecommunications services across the UK to businesses and residential customers. The business operates through a distribution base of dealers, corporate accounts and directs sales and has built a customer base well in excess of 200,000 providing revenues over £100 million.

The recent acquisition of Motorola Telco has resulted in the need for a Financial Controller who will report directly to the General Manager and will have staff responsibility for a team of 60. This high profile position will be responsible for ensuring that comprehensive financial and commercial support is given to the General Manager and his management team.

The successful candidate will be a graduate calibre qualified accountant, probably with a minimum of eight years' post qualification

experience. Excellent communication and interpersonal skills are a pre-requisite, as is previous experience of managing and motivating large groups of people.

It will be essential that candidates are proactive, creative and comfortable dealing with complex business issues in a rapidly changing environment. A high level of systems/IT literacy is required and candidates with a broad understanding of fixed and mobile telecommunications would be of particular interest.

Interested candidates should forward a comprehensive curriculum vitae, including details of current salary and daytime telephone numbers to Wayne Mason ACCA, Michael Page Finance, 33 Blagrove Street, Reading, Berkshire RG1 1PW. Fax: 0118 956 1657, quoting reference 444600, or e-mail: waynemason@michaelpage.com or www.michaelpage.com

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## Financial Controller

Berkshire

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Our client is a private group with interests in publishing, property, marina management and development. Turnover of the group is approximately £80 million and it employs 1400 people throughout its operations in the UK and Canada. With major financial backing, plans for expansion in the UK and abroad are currently under consideration.

An opportunity has arisen for a Group Financial Controller based at the Head Office in West Berkshire. Reporting directly to the Group Finance Director and supported by a small team, this challenging position will be critical in maintaining financial control of the Group.

Key responsibilities will include:

- Preparation of monthly Group management reports, budgets, business plans and cashflows for the Group Board.
- Preparation of the annual statutory accounts including their consolidation and liaison with the external auditors.
- The development and enhancement of computerised financial systems.

♦ Analysis/review of major capital projects, acquisitions and divestments.

The successful candidate will be a graduate calibre qualified accountant, probably with a minimum of four years post qualification experience. Candidates who have had experience of the media or leisure industries would be of particular interest. In addition, a high degree of computer literacy will be required.

It will be essential that candidates have well developed interpersonal skills, along with the ability to communicate with and influence others at all levels in the business. A flexible, enthusiastic and proactive nature will be necessary to add value to this ambitious business.

Interested candidates should forward a comprehensive curriculum vitae, including details of current salary and daytime telephone number to Wayne Mason ACCA, Michael Page Finance, 33 Blagrove Street, Reading, Berkshire RG1 1PW. Fax: 0118 956 1657, quoting reference 447188, e-mail: waynemason@michaelpage.com or www.michaelpage.com

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Huntingdon

c £55,000 + Bonus + Bens + Relocation

An opportunity has now arisen for a Group Tax Manager.

Reporting to the Director of Finance and Planning, the successful candidate will be involved in:

- Developing strategies to minimise group tax exposure.
- Managing Group Tax compliance in the UK and Worldwide.
- Promoting tax awareness throughout the business and in all financial decision making.
- Providing management and leadership to a team of four ensuring their continuing development.

The ideal candidate will either be a qualified accountant or tax specialist with a minimum of three

years PQE gained in the profession or industry and preferably with some international tax experience.

You should be able to communicate effectively across all levels of the organisation, be a flexible team player and have a customer focused approach.

Anglian Water in return can offer an excellent opportunity to consolidate and develop technical and management skills, as well as the opportunity to progress in a diverse business environment.

Interested candidates should send their CV to either Donald McFarlane CA or Fiona Reynolds at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LN or telephone on 0171 269 2322. Please quote reference 432855. Alternatively, e-mail: fionareynolds@michaelpage.com

**Michael Page**

TAXATION

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**BLACK & DECKER**

## European Tax Manager

Dublin

to £60,000 + Benefits

Black & Decker is a global marketer of power tools and other quality products for the home and commercial applications. The Corporation markets its products in over 100 countries and has European operating subsidiaries in virtually all Western European countries. This position reports to the European Tax Director based in Dublin.

The European Tax Manager will make a significant contribution to corporate strategy, and ensure that tax planning is given proper and due emphasis within the overall context of business objectives. Emphasis will be placed upon international tax planning and there will be a strong interface with the Treasury function.

Due to the high profile nature of the Tax and Treasury functions, Black & Decker wish to appoint a commercial individual, who has a flexible approach and is a lateral thinker.

You must have drive, plenty of initiative, and the potential to be promotable within three years. You will have a good academic record and relevant career experience i.e. qualified accountant with at least three years international experience, within a large professional tax practice or in a multi-national company.

This is a unique opportunity to play a leading role within the tax and treasury operation of a truly worldwide organisation.

Interested applicants should send a full CV to Charles Ferguson at Michael Page Taxation, Page House, 39-41 Parker Street, London WC2B 5LN or telephone him in strictest confidence on +44 (0) 171 269 2244, fax: +44 (0) 171 831 6662. e-mail: charlesferguson@michaelpage.com or www.michaelpage.com

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TAXATION

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## European Financial Controller

Windsor

£55,000 + Car + Benefits

Our client, a subsidiary of a US corporation, is a market leader in the provision of Marketing Services to the European healthcare sector. As an established and expanding business that already possesses a significant presence in the marketplace, the company operates from a position of considerable strength.

Due to a dynamic European growth strategy, an opportunity has arisen for an experienced finance professional. Responsibilities include:

- Overall financial control for a fast growing European operation.
- Involvement in developing pan-European strategic/operating plans.
- Improving and managing all MIS activities.
- Overseeing and developing a European-wide finance team.
- Ad-hoc commercial projects including acquisitions.

The successful candidate will be a qualified accountant with a minimum of five years post qualification experience, a strong academic

background and an outstanding record of achievement to date. You must possess strong technical and management skills and ideally have experience working in an international environment with a US parent company.

It would be an advantage (though not a prerequisite) for candidates to have a second European language.

As a senior finance professional, we would expect you to possess superior interpersonal and leadership qualities. The successful candidate will demonstrate an ability to challenge current practices at all levels within the organisation. They will be able to demonstrate a high level of commitment, drive and vision in a fast paced, dynamic environment. Flexibility and team player skills are essential.

Interested candidates should write, enclosing a full CV, current salary details and daytime telephone number to Christopher Pereira ACMA at Michael Page Finance, 40-42 High Street, Maidenhead, Berkshire SL6 1QE. Tel 01628 771604, or fax 01628 785495. www.michaelpage.com e-mail: christopherpereira@michaelpage.com

**Michael Page**

FINANCE

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New Venture International Chemicals Group

## UK Senior Financial Accountant

Thames Valley

Excellent Salary + Benefits

Our client is a multinational joint venture, planning to combine highly successful businesses currently operating as part of two of the most prestigious names in the petrochemical industry. Employing 2,000 people worldwide and with an initial annual turnover in excess of \$1.5 billion, it has ambitious plans to be at the cutting edge of technological development, manufacturing and customer service. Operating in a truly global market, it will place great emphasis on the development and empowerment of employees, in an open, team-based environment in which personal responsibility will be encouraged and rewarded.

Reporting to the UK Finance Manager and heading a small team, responsibilities include:

- Assisting in establishing and developing an effective accounting, management information and financial controls framework for the joint venture.
- Production of monthly joint venture accounting and reporting information.

♦ Preparation and review of statutory reports as required.

The successful candidate will be a graduate calibre qualified accountant, with a good track record in a large company environment. Significant exposure to the development of financial controls/systems and VAT reporting is a prerequisite.

Additionally, you will be a proactive, hands-on team player with excellent communication skills and the tenacity to succeed in a demanding environment.

Interested candidates should write, enclosing full curriculum vitae, current salary details and daytime telephone number to Angela Webb at Michael Page Finance, 40-42 High Street, Maidenhead, Berkshire SL6 1QE. Telephone 01628 771604, or fax 01628 785495. e-mail: angelawebb@michaelpage.com or www.michaelpage.com

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# GlaxoWellcome

## Group Reporting Accountant

up to £45,000 + BENEFITS  
WEST LONDON

Glaxo Wellcome is a leading research-based pharmaceutical company at the forefront of innovation within the industry. With its shares listed on the stock exchanges in London and New York, it has sales of £8 billion in over 150 markets and 54,000 employees worldwide.

Following an internal promotion, Glaxo Wellcome wishes to appoint a new Financial Reporting Accountant at their global headquarters in Greenford. The Financial Reporting team is responsible for the production of quarterly consolidated Group accounts and the preparation of the Group's externally published financial reports in accordance with legal and listing requirements.

Working within this high profile team your responsibilities will encompass:

- Generation, analysis and interpretation of consolidated financial data and reports.
- Development of financial reports so as to achieve a fair and balanced portrayal of Glaxo Wellcome's business performance.

- Liaison with Group companies and head office departments on accounting issues.
- Continuous improvement in the consolidation process.
- Review and implementation of new accounting requirements as they affect Glaxo Wellcome.

Prospective candidates will be qualified accountants, either from industry with relevant experience or making a move from practice.

You will need strong accounting skills and up-to-date technical knowledge, a commitment to quality and good interpersonal and organisational skills.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith Mackenzie at Michael Page Finance, Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: keithmackenzie@michaelpage.com Please quote reference 450155.

## Business Analyst

### Acquisitions, Mergers & Bidding

"The telecommunications market is one of the most rapidly changing in the world today. Telecommunications networks are society's nervous system, critical to industrial competitiveness and social cohesion".

#### Middlesex

With the liberalisation of the global telecoms market, this company with a worldwide presence, annual sales in excess of £10 billion and listed on all three major stock exchanges, is undergoing a rapid global transformation.

To facilitate this change, there is now a need for a Business Analyst to support the development of commercial opportunities, including new mobile telecom licences and acquisitions, through providing financial and business evaluations.

#### Your responsibilities will include:

- Financial and commercial evaluations of new business opportunities, particularly acquisitions.
- Investment appraisal and company valuation through developing financial models for investments.
- Analysis of financing packages in conjunction with corporate finance.

#### £44,000 + Car + Benefits

- Development and monitoring of strategic business plans including KPI measurement.

The successful candidate will be an ambitious qualified accountant with first class technical ability, ideally from a corporate finance background and with the experience of commercial evaluations, modelling skills and development of corporate strategy. You will need to display a hands-on approach and excellent communication and self management skills. You will be able to work in a multi disciplinary team environment. This role will involve international travel.

Interested applicants should forward an up-to-date curriculum vitae including current remuneration and daytime contact number to Keith Mackenzie at Michael Page Finance, Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA, or fax on 0181 847 5703 or e-mail: keithmackenzie@michaelpage.com quoting ref 413794, www.michaelpage.com

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FINANCE

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## Internal Business Review

### Market leading service organisation

West London, nr Heathrow

£40,000 Package + Bens

Our client, a £300 million, UK based, major service organisation is a market leader in its field. Established for over 100 years, it has developed a renowned, well respected, household brand name which has been built by valuing the principles of integrity, excellent service and professionalism.

An opportunity exists for an in-house expert to assist the Director of Business Support and Audit in the management of the Internal Business Review function. The main focus of this position is to add value in terms of the evaluation and control of business risk and improvements to business processes and systems. The role will involve liaison to Director level within the business, as well as contact with various external agencies.

This is an excellent entry role into a well established company and there are likely to

be several opportunities for the successful candidate to progress into a line role.

Applicants will be professionally qualified, graduate calibre accountants with excellent written and verbal communication skills. Other key attributes will be the ability to rapidly assimilate and analyse varying situations and to use modern management and analytical techniques.

Interested applicants should forward a comprehensive CV, including a daytime telephone number and details of present remuneration to Sarah Tydesley at Europa House, Church Street, Old Isleworth, Middlesex TW7 6DA. Fax 0181 847 5703 or e-mail: sarahtydesley@michaelpage.com Please quote reference 447222. www.michaelpage.com

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## mencap

making the most of life

## Head of Finance

The Royal Society for Mentally Handicapped Children and Adults (Mencap) is one of the United Kingdom's leading charities, campaigning on behalf of people with a learning disability and their families. In addition to its core support and campaigning role, Mencap delivers residential care, education, housing and employment services throughout the country. Mencap has an annual income in excess of £90 million from fundraising, grants and services.

#### Central London

£40,000

The Head of Finance role is a high profile appointment following the restructuring of the finance function and has an important part to play in the continued success of Mencap. Reporting to the Director of Finance and managing a team of ten, responsibilities of this key role include:

- Managing the central finance function on a day-to-day basis, taking an active role in the development of staff.
- Overseeing the production of high quality financial information including statutory reporting, monthly management accounts and annual budgets.
- Maintaining and developing the management information systems.
- Co-ordinating the treasury function to ensure the efficient use of the Society's funds.

- Ensuring that effective accounting and control systems are in place.

The successful candidate will be a qualified accountant with a proven track record at senior management level and excellent communication skills, as well as the ability to manage people in a rapidly changing environment. Commitment, ability and a hands-on approach are more important than experience of charity finance.

Interested candidates should write, enclosing their CV and details of current package, to Matthew Morris at Michael Page Finance, Europa House, 39-41 Parker Street, London WC2B 5LN. Fax 0171 831 6293. e-mail: matthewmorris@michaelpage.com Please quote reference 449951. Mencap is committed to equal opportunities. Registered Charity No 222377.

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FINANCE

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## AT KEARNEY

## UK Financial Controller

AT Kearney is a world leading multi-disciplined management consultancy with a presence in over 30 countries. Consistently strong growth has been achieved by developing long term relationships within an impressive client portfolio, whilst also aggressively exploring emerging markets.

#### W1

£60,000 + Bonus + Car + Benefits

The role of UK Financial Controller plays a central part in the success of the UK office by being the key figure in all financial matters and will be expected to further develop the role in order to maximise profitability.

Reporting to the European Financial Controller in Düsseldorf and supporting the Managing Director in London, you will be the senior finance person in the UK.

Your varied brief will include:

- Leading a team of dedicated finance staff to comply with all statutory requirements for the UK and Asian operations liaising with auditors, fiscal and legal authorities.
- Cost, job and intercompany accounting.
- Liaising closely with unit heads and project controllers providing statistics and data to control work-in-progress on long term projects of up to £900 million.
- Provide in-depth commercial analytical support for future projects.

- Ongoing liaison with consultants, assessing project budgets and providing ad hoc information/support.

Suitable candidates will ideally be graduates qualified chartered accountants from a 'Big 5' background. You will have gained approximately five years commercial control experience, preferably leading a team in an international environment and be ready to take your career to the next stage as a platform for further development. Having the credibility to develop successful relationships and influence contacts across functions, both internally and externally, is paramount, as is an exceptional attention to detail and the ability to provide commercial support in an efficient, professional manner.

This is an outstanding opportunity for an ambitious business professional to join a highly respected global organisation.

Please send your CV to Neil Murphy at Michael Page Finance, 39-41 Parker Street, London WC2B 5LN, telephone 0171 269 2335 or, alternatively, fax 0171 242 1020. Ref 449977. www.michaelpage.com e-mail: neilmurphy@michaelpage.com

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## Financial Analysts

### Progressive roles within a global pharmaceutical giant

#### Kent

£30-40,000

By basing success on discovering, developing and delivering innovation through its people and products, Pfizer has become a global market leader within the pharmaceutical industry. In addition, Fortune Magazine recently voted Pfizer the world's most admired company within the pharmaceutical and healthcare sector. Pfizer's current portfolio contains a number of the leading market brands. Their ability to turnaround research and develop investment into marketable products has resulted in the launch of 10 major pharmaceuticals in less than a decade. Growth in sales and net income have been dramatic and turnover now exceeds \$11 billion.

Based within Central Research, the Financial Analysts will be assigned to specific operationally focused business units. The purpose of the roles is to add value to the planning and reporting process in order to facilitate effective decision making for the product development life cycle.

#### Key priorities will also include:

- Ongoing enhancement of management information and Internal Oracle based MIS.

- Co-ordination and reporting on Capex forecasting with an emphasis on the cashflow for the whole of Central Research.

- To provide financial input and analysis to the development Portfolio Management Groups.
- Substantial involvement in the provision and improvement of project accounting systems throughout Central Research.

Due to the high profile nature of these roles, suitable candidates must possess gravitas and the ability to progress within the organisation.

In addition, successful candidates will be qualified accountants, with the inherent ability to understand commercial issues and appreciate the 'Big Picture'.

Interested candidates should send your CV including current remuneration details, quoting reference 438611 to Alistair Robinson at Michael Page Finance, Cygnet House, 45-47 High Street, Leatherhead, Surrey KT22 8AG. Fax: 01372 370101. www.michaelpage.com

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Jones Lang Wootton

## European Financial Controller

Central London c£60,000 + bonus, car and benefits

Jones Lang Wootton is the premier international firm of Real Estate Advisers and Chartered Surveyors developing its business in increasingly global markets. It has some 70 offices worldwide, managed in three regions: Europe, Asia Pacific and North America. The European region accounts for nearly 50% of worldwide turnover with 36 offices in 16 countries.

The European Financial Controller will report to the European COO and will take executive responsibility for all financial planning, analysis, control, accounting, taxation and reporting for the firm's European offices. This will involve close liaison with the local management and with the European management team based in London.

To succeed, you will be a graduate qualified financial manager with around 5-7 years experience outside the profession, in a plc, ideally with an international service company. Certainly you will have had European statutory accounting responsibility, preferably with experience of US reporting. You will also be comfortable with IT and with implementing computer systems.

The successful candidate must be able to demonstrate:

- Proven ability to work in a matrix organisation - requiring good communications, interpersonal and influencing skills plus persuasion and diplomacy.
- Ambition, focus and drive.
- Resilience, toughness and ability to achieve change.

If you are interested in this position and meet the criteria, please send your Curriculum Vitae with current salary details, to Hilary Sears, A.T. Kearney Executive Search, Lansdowne House, Berkeley Square, London W1X 5DH.

Alternatively, fax your details on 0171 468 8004.

ATKEARNEY

## GROUP FINANCIAL CONTROLLER

LEADING MOBILE COMMUNICATIONS ORGANISATION

M4 CORRIDOR

c.£65,000 + BENEFITS

Cellnet is a leading network provider of mobile communications services to the UK business and consumer markets. The company was established in 1985 by BT with joint shareholder Securicor.

Turnover exceeds £1 billion with well over 3 million customers. This market is characterised by multiple tariffs, multiple service offerings and rapid developments in technology.

This is a challenging opportunity to act in a pivotal role within the Cellnet Finance Group. In addition to reporting, budgeting, tax and treasury responsibilities, there will be significant scope to make a major commercial and strategic input to the development of the group.

A graduate qualified accountant, with an established record of achievement at senior level in a quoted PLC environment, where finance actively contributes to broader commercial decisions. Must have a distinctly commercial outlook aligned to well honed technical accounting skills.

Outgoing manner with excellent communication skills, capable of quickly gaining credibility, particularly with non-financial senior management. Energetic, resilient and good under pressure. Comfortable working in a relatively informal non-hierarchical and team orientated business environment.

Able to contribute to the development of a strong 'best practice' finance function which supports rather than constrains exceptional business performance.

Please apply in writing quoting reference 1704 with full career and salary details to:  
Kevin Bishop  
Whitehead Selection  
11 Hill Street, London W1X 8BB  
Tel: 0171 290 2129. Fax: 0171 290 2085  
www.whiteheadselection.co.uk



A division of Whitehead Mann Ltd,  
a Whitehead Mann Group PLC company

## FINANCE DIRECTOR

Reading

starting salary c. £50,000

INTERVENTION BOARD

The Intervention Board is the Government Executive Agency responsible for administering the Common Agricultural Policy in the UK. It aims to provide a high quality service for its customers which also represents value for money for taxpayers. The post is based in Reading where our principal office is located. The Agency employs approximately 1,400 people.

We are looking for an exceptional individual to lead and motivate a large team and to manage a substantial running cost budget within our Finance Division. As a member of the Agency's top management team, you will take the lead in developing the organisation's financial and accounting strategy. You will also be responsible for:

- producing regular accounts
- ensuring the regularity and priority of expenditure
- representing the Agency at meetings with Ministers and Parliamentary committees
- implementing a new Resource Accounting and Budgeting system
- managing IT developments within Finance and Accounts.

Applications are invited from qualified accountants with senior financial management experience, including responsibility for reporting directly to board level on expenditure and accounts. A knowledge of resource based accounting would be an advantage and you should have experience of working with computerised integrated accounts systems in a high transaction environment.

This will be a permanent appointment for which a starting salary in the region of £50,000 is envisaged but more may be available for an exceptional candidate.

Excellent Civil Service benefits include generous holiday leave and a non-contributory pension scheme. For more details and an application form (to be returned by 28th September 1998), write to Captain RAS, Innovation Court, New Street, Basingstoke, Hampshire, RG21 2JA, or telephone 01256 468551 (24 hours) or fax 01256 383786/383787. Internet: <http://www.rasnet.co.uk/> Please quote reference 5310.

An equal opportunity employer



CAPITA RAS

SEARCH &amp; SELECTION

## Head of Audit

City

c £75,000

Our client is a leading US based Global Custody and Investment Services provider which is a world leader in its market. Its success has been built upon a commitment to providing outstanding customer service, investing in the technology essential to remaining at the forefront of its marketplace, and above all, recruiting and developing the highest calibre staff.

As part of an increasing focus on commercial and strategic issues the audit function is undergoing a period of rapid change and development. A new Head of Audit for the London office is now sought to drive the function forward and deliver a value added service to the business.

Key responsibilities of the role will include:

- Working with the business to formulate and implement the company's audit programme.
- Promoting change and raising standards across the business areas.
- Leading a professional audit team.

Reviewing, evaluating and advising on the quality and effectiveness of systems, procedures and policies.

This is a key appointment requiring strong organisational skills, an inquisitive attitude and a positive, proactive approach to the identification and resolution of business risk issues.

Candidates should have substantial experience in line management or audit within a securities/ financial services environment. The successful applicant, probably a qualified accountant, will have the ability to partner effectively with business management and the skills to influence decision making at all levels within the organisation.

If you have the drive and determination to succeed in this role then please send your curriculum vitae, with current salary details to Sarah Hunt or Jason Oakley at Michael Page City, 50 Cannon Street, London EC4A 3DF. Fax 0171 329 3426 or you can telephone her on 0171 269 1846. e-mail: [sarah.hunt@michaelpage.com](mailto:sarah.hunt@michaelpage.com) www.michaelpage.com

Michael Page

CITY

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Manganese Bronze Holdings PLC

## GROUP FINANCIAL CONTROLLER

In engineering, you've made an impact at divisional level.  
Now make a strategic difference in a group-wide role.

£50k package + bonus + share options

With a turnover of £101.7 million, Manganese Bronze Holdings PLC is a UK-based engineering group with two core businesses - taxis and components. Last year our Vehicles Division (London Taxis International) launched the new TX1 London Taxi, sales of which recently reached record levels. The taxi is built at Coventry and is supported by a wide dealership network and a range of financial packages. Our Components Division produces metal powders and precision parts for the automotive and other industries from sites in Ipswich and the Midlands.

We are seeking to appoint an ambitious and dynamic accountant of exceptional calibre to the position of Group Financial Controller. This is an outstanding opportunity for a qualified professional who has already made a genuine impact within a substantial engineering company and is ready to move up from operational to group control level. Here your business acumen and experience will be valued both by corporate management and the operating company management teams with whom you will develop a close understanding and effective relationships. Your ability to identify threats and opportunities within the operating businesses and make a tangible difference to their strategy and profitability will be key.

Success will not be achieved from behind a head office desk but by observing and understanding the businesses at first hand, so regular site visits will be involved. The role will be based at the Group's Head Office in the City and relocation assistance will be available if appropriate.

If you have three to five years' industrial experience and the confidence and credibility to win the immediate trust and respect of the Board, here is your chance to fly high. If you are not good enough to be a PLC Finance Director in a few years time then we have chosen the wrong person. Your ambition must be allied to complete integrity, and your entrepreneurial instinct must be underpinned by strong technical financial skills.

In return, the superb prospects are matched by excellent rewards, with the salary, bonus and share options supported by a flexible package which can include a company car.

Please write with full career history including current remuneration to our consultant: Carol Howe, Howe International Recruitment, The World Business Centre, Newall Road, Heathrow, Middlesex TW6 2RJ. Tel: 0181 263 2704. Fax: 0181 263 2861.

## FINANCIAL CONTROLLER

INTERNATIONAL MULTI-SITE SERVICE SECTOR

MIDLANDS

c.£55,000 + PACKAGE

Division of £600-million global 1st tier supplier with a current turnover in excess of £600 million and planned growth to more than £1 billion. International market leader in sector with exciting expansion opportunities in Latin America, North America and Asia.

Reporting to the Divisional Finance Director, this position has a highly operational focus with a broad responsibility for financial planning and control, finance policy, consolidating reporting, decision support and people development.

Primary tasks are for setting key performance objectives and effective measurement; the implementation of best practice, finance processes and systems; the development and deployment of activity based accounting systems to support decision making; the appraisal and evaluation of major investment decisions, acquisitions and

divestments; and the development of an excellent international finance team to support future growth.

Graduate and qualified accountants, with comprehensive understanding and significant track record of progression in a leading international blue-chip company. Broad experience in financial management and analysis and likely to have held a head of function role in a smaller business or large division.

Strong commercial outlook with intellectual ability to manage multiple issues and forge cross-functional relationships in a matrix structure in the UK and overseas. Ability to act as an ambassador for corporate goals and values in a multi-cultural business. A proven leader and team builder with excellent interpersonal and presentation skills, able to gain credibility at senior level.

This is a high profile role which will provide long term career opportunities to reward success.

Please apply in writing quoting reference 1699 with full career and salary details to:  
Toby Lapeere-Norris  
Whitehead Selection  
4 The Courtyard, 707 Warwick Road, Southall B91 5DA  
Tel: 0121 709 0909. Fax: 0121 709 0479  
www.whiteheadselection.co.uk



A division of Whitehead Mann Ltd,  
a Whitehead Mann Group PLC company

## Finance Director

EXCITING FLOTATION OPPORTUNITY

£65,000 + Equity + Benefits

Midlands

Our client is an aggressive fast moving organisation involved in a dynamic area of IT services. Already financially successful they are now entering a period of intense growth that will culminate in a flotation in two years time. The senior management team has decided to further strengthen the existing board and recruit a highly capable Finance Director. Reporting to the Chief Executive your responsibilities will include:

- Formulating, implementing and enhancing financial controls and policies throughout the company.
- Advising management on plans for business building and development, implementing programmes for profit enhancement and financial management.

Integral involvement in the company's acquisition programme from identification through to integration.

This is a challenging and demanding role which will require a pro-active individual with superior communication skills, a grasp of day-to-day management as well as the ability to make an impact at a strategic level. Candidates will be qualified with a minimum of seven years post qualification experience ideally gained within a fast moving, high-tech environment. You will display technical expertise, the necessary commercial focus with initiative and drive. This is an outstanding opportunity to join a fast growth, dynamic environment where the rewards are substantial, including attractive base salary and equity participation.

To apply, please send your CV with three referees (including a director) to:  
Harvey Nash  
London W1X 7AN Tel: 01753 434 000 Fax: 01753 434 000  
Refer to number 261510. You may also apply via <http://www.harveynash.co.uk>

HARVEY NASH

FINANCE

## Head of Internal Audit

Bank of Cyprus  
(London) Ltd

Central London

The Bank of Cyprus (London) Ltd is the UK banking arm of the premier banking and financial institution in Cyprus. With headquarters in Central London, its business is segmented into Corporate, Personal and Private Banking, and employs around 200 staff. With its impressive growth and profit record, it consistently ranks highly amongst the foreign owned UK banks.

Reporting to the UK General Manager, you will be responsible for implementation of an internal audit strategy based on a risk orientated review of all procedures and controls. Managing a small but highly motivated team, you will achieve improved economic and operational efficiencies. Because of the nature of the organisation, you will be exposed to broader management issues and, in line with the bank's policy of promoting from within, this role offers an exciting opportunity for personal achievement and real career advancement.

Suitable applicants will be qualified chartered accountants with a minimum of 18 months postqualifying experience, either from a

professional firm of accountants, or from the audit function of a commercial organisation. Greek language skills are essential. Excellent communication skills, a positive management style and a genuine interest in the bank's customer base are pre-requisites.

A competitive salary and a comprehensive package of banking benefits is offered.

To be considered for this role, please send your curriculum vitae with current salary details and an explanation of how your experience meets these requirements to Gemma Jenkin, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3DF. Tel: 0171 321 2887. Fax: 0171 321 1022 or e-mail: [gjenkin@cc.ernstny.com](mailto:gjenkin@cc.ernstny.com)

ERNST &amp; YOUNG

The United Kingdom firm of Ernst & Young is a member of Ernst & Young International



PRICEWATERHOUSECOOPERS

EXECUTIVE SEARCH &amp; SELECTION

## FINANCIAL DIRECTOR

WEST LONDON

C. £50,000 PACKAGE

Our client is one of the largest independent security guarding companies in the United Kingdom and has, over many years, acquired an enviable reputation for achieving consistent service and operating standards. This is a unique opportunity for an experienced financial manager to play an influential role within an ever evolving organisation, actively pursuing considerable development and change.

Reporting to the Executive Chairman, you will in managing a small team assume total responsibility for the finance, accounting and administration functions. Active in instigating improved levels of financial awareness, control and discipline across the operations, you will also be required to provide an informed financial perspective on a broad range of business issues. Initial objectives will include the further development of management information and the advancement of management reporting essential to secure the key information to control and plan the commercial success of the organisation.

A graduate qualified accountant, you must be able to demonstrate the relevant level of technical skills, commercial maturity and vision to support the profitable growth and control of business activities. You must be capable of managing and developing the finance/accounting function in an effective and economic manner and be able to apply creative and practical solutions to ongoing and developing issues. A 'hands on' and enthusiastic individual, you must have the appropriate skills and personality necessary to succeed in this entrepreneurial environment.

Please send full personal and career details, including current remuneration level and daytime telephone number and quoting reference A5962 on both envelope and letter, in confidence to:

Adrian Edgell, PricewaterhouseCoopers,  
Executive Search & Selection, Harman House,  
1 George Street, Unbridge UB8 1QQ

PRICEWATERHOUSECOOPERS

EXECUTIVE SEARCH &amp; SELECTION

GROUP FINANCE DIRECTOR  
HEALTHCARE PLC

NORTH WEST OR SOUTH COAST

SIX FIGURE PACKAGE PLUS OPTIONS

This is an exceptional opportunity to join the board of a fully quoted plc at a time when the company is embarking on rapid organic and acquisitive growth. It possesses excellent technology and full vertical integration in terms of design, development and manufacture. It works in partnership with many of the global healthcare market leaders.

Reporting to the chief executive, you will be expected to make a significant contribution to the financial and commercial development of the business. Functionally responsible for all aspects of financial, legal and information systems management, an immediate priority will be to review and strengthen the planning, budgetary and financial control systems within the group. You will also be expected to maintain close relationships with investors and other financial institutions, provide strategic and operational support to the chief executive and fellow directors and take a leading role in acquisition processes.

A graduate accountant, preferably with plc experience, you must have a broad range of strategic and hands-on operational skills, developed in a blue-chip, international manufacturing and marketing organisation. Experience of implementing management information systems in a manufacturing environment would be an advantage. Above all, you must have the drive, enthusiasm and influence to quickly make an impact. Remuneration will not be a limiting factor for the right individual.

Please send full personal and career details, including current remuneration and daytime telephone number, quoting reference P1474 to:

Peter Jones, PricewaterhouseCoopers,  
Executive Search & Selection, Abacus Court,  
6 Minshull Street, Manchester M1 3ED, or  
E-mail: peter.jones@uk.pwcglobal.com

## UK Controller

Direct Seller - Household Products

Exeter - c.£40,000 + benefits

Our client, a US based manufacturer and distributor of branded cleaning equipment, consumables and services, was founded in 1963. A predominantly marketing driven organisation, the group is one of the largest direct mail sellers of household products including brand leader vacuum cleaners - selling throughout the Americas as well as the Orient and Europe. With over 1000 employees world-wide, its revenue last year exceeded \$200 million. UK sales operations were set up in 1992. As part of their commitment to strategic growth, the company plans to expand further into Europe from the UK by replacing existing agency and distributor arrangements with a direct sales team.

Reporting to the US based European Controller, the appointee will be required to set-up the accounting procedures and appropriate IT infrastructure to support the business as it expands, working towards overall responsibility for the UK operations. As a senior member of the management team in Europe, this high profile role offers an exciting opportunity for personal achievement and real career advancement.

Suitable candidates will be well educated, qualified accountants with a working knowledge of US GAAP, with preferably some experience of managing a finance function, and including general management experience outside of finance. Excellent communication skills, a positive management style and a genuine excitement in the business are pre-requisites.

To be considered for this role, please send your curriculum vitae with current salary details and an explanation of how your experience meets the requirements to Gamma Jenkin, Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH, quoting reference GJ267. Tel 0171 931 2967. Fax 0171 931 1022 or e-mail: gjenkin@oc.ernstny.co.uk

ERNST &amp; YOUNG

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## Head of Finance and Operations

M40 Corridor - c. £45,000 + bonus, car &amp; benefits

Our client is the UK subsidiary of a NASDAQ listed, rapidly expanding world wide business specialising in the design, manufacture and sale of cosmetic products for the medical sector. The UK company is a sales and distribution business employing 15 people with current sales of £3m which is anticipated to grow significantly in the short/medium term.

Reporting to the Managing Director, you will be responsible for the overall running of the Finance, IT, Customer Service and Logistics functions, with an initial emphasis on the development of pertinent financial and management information, and reporting to the European head office. You will become actively involved in wider commercial aspects of the business, such as risk/benefit analysis, contract negotiations and advising on development of the business into new products areas.

This is a high profile business development opportunity. You will be a qualified accountant

who is already a senior finance manager within an import and distribution business, preferably within the hi-tech sector. Your technical accounting abilities are strong, but you are also capable of making a significant commercial contribution to the running of the business and are able to relate well to non-finance managers. Familiarity with warehousing, logistics, and IT would be advantageous.

Please send your curriculum vitae together with an explanation of how you believe you meet the criteria for this position and details of current salary to Tim Hastings, quoting reference TH 289 at Ernst & Young Executive Search & Selection, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 1NH.

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Finance Director  
INSURANCE SECTOR

## The Company

- Well respected successful general insurer offering a range of policies to both personal and commercial customers.
- 650 staff and annual premium income circa £200 million.
- Committed to the intermediary market.
- Ambitious and innovative plans for developing the business in a competitive market.

## The Position

- Report to the Chief Executive. Full responsibility for all areas of company finance, and financial and management information; supported by a strong finance team.
- Contribute on a wide range of strategic and operational issues for the ongoing management and overall development of the business.
- Key member of close knit management team.

## Qualifications

- A commercially minded Finance Director with excellent technical skills in financial management, ideally from within the financial services sector.
- Broad financial experience, together with good judgement, maturity in dealing with complex matters and the ability to make things happen.
- Probably aged between 35-45 and a Chartered Accountant.
- Confident presence, excellent interpersonal skills, innovative and adaptable, ability to influence and persuade, determination to succeed.

Please apply in writing quoting Reference 522 with full career and salary details to: The Managing Director, Whitney Selection, 17 Buckingham Gate, London SW1E 6LB Tel: 0171 630 9255 Fax: 0171 233 7915

CENTRAL LONDON

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## Land this job and you know you've arrived.

Group Financial Accountant

Dubai

At Majid Al Futtaim we only go for the best - first class executives who really want to go places. Dubai, in particular. It's an approach that has helped us become the fastest growing group in Dubai, one with interests in property development, retailing, trading and investments throughout the Middle East.

Such burning ambition means that we now have a need for a Group Financial Accountant to take charge of setting up the accounting and tax structures for our myriad new business ventures, and to oversee the financial statements and accounting practices of our existing companies.

This is a key position within our finance function, for which in-depth knowledge of international accounting practices of GAPP and IAS is essential, as is relevant experience within an organisation with equally diverse interests. But that's not all.

You must also be able to get your point across clearly, whatever the medium, and have the strength of character to argue it at the highest level.

Convince us of your qualities and you'll soon be landing at Dubai. Second largest of the United Arab Emirates, it's not just its tax-free status that makes it the world's most popular location for expats; there is the modern culture, and the climate, in addition to high standards of healthcare, education and leisure facilities.

For the right person, we offer up to US\$40,000, a car, flights and housing. The time to make your move has arrived. Write, fax, or e-mail your details to Dr Richard Brewer, Group Vice President, Human Resources, PO Box 60811, Dubai, UAE. Fax: (+9714) 667 377. E-mail: Brewer@Emirates.net.ae

MAJID AL FUTTAIM  
INVESTMENTS LLCHEAD OF GROUP  
TREASURY

Airtours

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## The Company

- Highly successful UK plc and world market leader in its sector.
- Group turnover in excess of £2 billion.
- Strong operational presence in the UK, Europe and North America.
- Small dynamic head office team.

## The Role

- Reporting to Managing Director of Treasury who has a broad range of responsibilities.
- Emphasis on fx exposure, cash and liquidity management, bank relationships and asset financing.
- Pro active liaison with operations and corporate finance projects.
- Managing a department of 6.

## The Person

- Graduate MCT and/or ACA.
- Five years proven treasury experience gained with an international company.
- Decisive, strong interpersonal and communication skills.
- UK and overseas travel.

Please write enclosing full Curriculum Vitae quoting ref 229 to:

Nigel Hopkins FCA, London House,  
53/54 Haymarket, London SW1Y 4RP  
Tel: 0171 839 4572  
Fax: 0171 923 2336

Any CV submitted directly will be forwarded to Nigel Hopkins & Associates.

NIGEL HOPKINS  
ASSOCIATES

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Financial Times

## European Financial Controller

OUTSTANDING OPPORTUNITY FOR A FAST TRACK ACA

c. £50,000 + Benefits

Central London

As one of the largest real estate organisations in the world, our client enjoys an enviable reputation for revolutionising the industry through their building design, operations and management. Headquartered in Houston, Texas, they have an extensive network of offices across the US and in nine locations across Europe. The company has significant expansion plans in place which will increase its current investment value to more than \$8.0 billion and expand its international presence, providing services to clients on a truly global basis. They now seek an exceptional finance professional to complement their senior management team based in their European Headquarters.

Reporting to the Finance Director you will be responsible for the day-to-day financial management for this division. Key responsibilities include:

- Production of timely financial and management accounts, implementing financial controls, systems and policies across Europe.

- Preparing detailed management reports including budgets, cash flows, forecasts, assisting with strategic planning and providing commercially focused management information.
- Providing assistance with start-up operations, including setting up new offices and recruiting, training and developing accounting staff.

Candidates will be ACA qualified with a minimum of two years experience gained within a fast moving commercial organisation with experience of formulating and implementing financial controls within an international environment. This is a challenging and demanding role which will require a grasp of day-to-day management as well as the ability to make a significant contribution to the performance and profitability of the business. Travel to regional offices is required and fluency in an additional language would be useful.

To apply, please send your CV with a covering letter, including daytime telephone number and current salary details, to Harvey Nash plc, 13 Bruton Street, London W1X 7AR. Tel: 0171 333 0023 Fax: 0171 333 0022 Please quote reference number FN0016. You may also apply via [http://jobs.com/Harvey\\_Nash](http://jobs.com/Harvey_Nash)

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FINANCE

Outstanding  
Qualified  
EUROPEAN  
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Excellent Package

For the full details of this exciting opportunity, please contact us on 0171 414 0141 or visit our website at [www.harveynash.com](http://www.harveynash.com). We are looking for a highly motivated and experienced professional to join our team in a senior capacity. The successful candidate will be responsible for the overall management of the business, including the development and implementation of strategic plans, the management of the finance function, and the oversight of all operational activities. The role offers a unique opportunity to work for a leading international organisation and to make a significant contribution to its success. The successful candidate will be rewarded with a highly competitive salary and benefits package, including a car and housing allowance. If you are interested in this role, please send your CV to [recruitment@harveynash.com](mailto:recruitment@harveynash.com) or call 0171 414 0141.

Operations Director  
Application Software

£75,000 + Car + Benefits + Pension

For the full details of this exciting opportunity, please contact us on 0171 414 0141 or visit our website at [www.harveynash.com](http://www.harveynash.com). We are looking for a highly motivated and experienced professional to join our team in a senior capacity. The successful candidate will be responsible for the overall management of the business, including the development and implementation of strategic plans, the management of the finance function, and the oversight of all operational activities. The role offers a unique opportunity to work for a leading international organisation and to make a significant contribution to its success. The successful candidate will be rewarded with a highly competitive salary and benefits package, including a car and housing allowance. If you are interested in this role, please send your CV to [recruitment@harveynash.com](mailto:recruitment@harveynash.com) or call 0171 414 0141.



## Finance Director

£55,000 + Stock + Benefits

West London

Our client has taken a US model and revolutionised the UK in a niche area of the healthcare market. Backed by one of the world's leading venture capitalists, the company has grown rapidly and they now need a Finance Director to join the senior management team.

Reporting to the Managing Director your responsibilities will include:-

- Production of timely financial and management accounts, implementing financial controls, systems and policy throughout the company.
- Preparing detailed management reports including budgets, cash flows, forecasts, assisting with strategic planning and providing commercially focused management information.

- Advising management on plans for business development, implementing programmes for profit enhancement and participating in strategic decision making.

Candidates will be qualified with a minimum of five years post qualification experience. This is a challenging role which will require a grasp of day-to-day management as well as the ability to make a significant contribution to the performance and profitability of the business. You will thrive in a changing environment with a proven track record of establishing controls whilst leading and managing a team. An outstanding opportunity to join an organisation set to achieve dramatic growth.

To apply, please send your CV with a covering letter, including daytime telephone number and current salary details, to Harvey Nash plc, 15 Bank Street, London E14 7AH. Tel: 0171 353 0120 Fax: 0171 353 0022 E: hns@aol.com reference number: FN01777. You may also apply on-line: <http://www.hn.co.uk>

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FINANCE



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management

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David Binney  
nmc&kay  
7 Old Park Lane,  
London W1Y 3LJ

Enron is an international energy company with approximately \$280 billion in assets, with a focus on the electricity and natural gas markets and an international reputation for innovation. Enron Europe, with its head office in London, employs more than 600 staff, comprising 35 nationalities, at offices in Frankfurt, Madrid, Moscow, Oslo, Stockholm and Warsaw.

The energy markets on the European Continent are facing fundamental transformation, driven by the liberalisation of the energy sector in the EU. We are looking to recruit a Transaction Support Manager, whose role will be to support the commercial teams in their deal making activities. Typical transactions range from straightforward commodity transactions to highly structured deals some of which include financing and commodity derivatives. The role will encompass responsibility for the accounting on all such transactions, and the provision of structuring assistance on more complex transactions. The role supports both the commercial origination and trading teams to produce creative solutions whilst ensuring that transactions comply with accountancy standards.

Candidates will be graduates, qualified CPAs or European qualified accountants, with an in-depth knowledge of US GAAP. An important factor in the ideal candidate is the ability to think laterally and creatively, whilst ensuring compliance with highest professional standards. Individuals need to be ambitious, technically strong, team oriented whilst being self-motivated, and have the personality to develop good relationships with their customers. Enron offers excellent salary and benefits.

## EUROPEAN TREASURY MANAGER

Global Engineering Corporation

Highly competitive package

North West

With revenues of \$7 billion per annum and in excess of 50 locations, this is a major European business within a global engineering corporation headquartered in the US. In this aggressively acquisitive environment change is a significant feature which brings both challenge and opportunity. Products are diverse across many industrial sectors and the brands are well known.

Reporting to the US-based Corporate Director of International Finance, your primary responsibility will be pan-European cash management through the utilisation of the latest systems and the services of major global banks. This will bring significant benefits in operational costs, accurate and timely forecasting, and risk management. The role will bring contact with international tax lawyers and accountants, as

well as being a pivotal link between corporate treasury and senior operational finance executives.

To be considered, you must be professionally qualified, probably with an MBA, and have 5 to 7 years' pan-European cash management experience. With an influential style and a flexible approach you will be comfortable interfacing at all levels and be prepared to adopt a hands-on management style. Your personal circumstances must allow for extensive international travel.

Please reply in confidence, enclosing your CV and current salary details, quoting Ref: FT12032, to Peter Shotton, Howgate Sable, Arkwright House, Parsonage Gardens, Manchester M3 2LF. Tel: 0161-639 2000. Fax: 0161-639 0064.

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## Berrymans Lace Mawer

## Financial Accounting Manager

CITY OF LONDON • CIRCA £40,000 (DEPENDENT ON EXPERIENCE) + BENEFITS

Berrymans Lace Mawer is a prominent and progressive national law firm with offices in London, Manchester, Liverpool, Birmingham, Leeds, Southampton and Dubai.

Reporting to the National Financial Controller, this role, within the London office, will co-ordinate the requirements of partners on a national basis. It is a commercially orientated appointment that will focus on the following areas:

- Supervision of three finance staff, reporting monthly financial performance;
- Preparation of the firm's accounts;
- Partnership taxation in conjunction with the firm's tax advisors;
- Improving fee earner understanding of finance related business issues including increased accountability and analysis of departmental performance;
- Maintenance and development of forecasting procedures and management information, project evaluation and "what if" analysis;
- Development of reporting procedures and controls including integrated IT solutions within the finance, billings and financial administration areas;
- Liaison with external accountants and other third parties.

The formal and informal reporting requirements at partner level demand the ability to build rapport, establish credibility quickly and offer solutions not objections, coupled with the maturity to deal confidently but diplomatically at all levels within the firm. Priority will be given to candidates with a demonstrable record of success in adding value to the commercial decision making process.

It is therefore likely that the successful candidate will offer the combination of strong academics and a formal finance qualification. Practical experience may have been gained in the legal field, a major accountancy practice or in any quality focused service environment.

## Outstanding Opportunities for Newly Qualified Finance Professionals EUROPEAN FINANCIAL ANALYSTS

International Marketing Company

Excellent Package

Our client is the \$200 million turnover European division of a major US based marketing agency. Its current rapid growth is driven by expansion of its client base, which includes some of the world's biggest brand names, and by the success of its principal activity: the management of the global sales promotion activities of one of the world's largest multinational corporations.

The organisation is currently in the process of relocating its European HQ from Germany to the UK, and as a result is seeking to appoint three exceptional finance professionals who will report to the European Financial Planning and Analysis Manager.

Primary responsibilities will include:

- Providing full financial support to client programs, maintaining up-to-date forecasts of income and cost of sales, and producing monthly performance reports for each project
- Compiling annual budgets and quarterly forecasts of operating expenses

For further information about these exceptional opportunities, please call (daytime) 0171 419 0212 (evening) 01322 614615 (quoting reference number: FSS01777). Please send your CV to FSS Financial, 14 Windmill Street, London W1P 6LJ. e-mail: [sjs@fss.co.uk](mailto:sjs@fss.co.uk) Visit our website at [www.fssfinancial.co.uk](http://www.fssfinancial.co.uk)

FSS FINANCIAL

## Operations Director Application Software

£75,000 + Car + Benefits + Options



Surrey

### Where

- royalblue-CIS - highly successful £11m t/o subsidiary of royalblue group plc, growing in excess of 50% compound.
- Market leading FrontOffice business application software product suite for the CIS (Customer Interaction Software) market, sold by direct and indirect channels.
- Growing presence in international markets including Continental Europe and USA.
- Exciting, demanding, challenging, changing, enjoyable, rewarding, unique environment.

### What

- Manage and control the company's operations with full responsibility for all aspects of customer order fulfillment including, implementation, maintenance, QA, customer care and customer support.
- Close involvement and working with the finance function within the business.
- As a key member of the management team develop processes and systems to enhance management and control of the business, both for UK and overseas.

### Who

- Ideally working in a high volume business-to-business product environment - software desirable but not essential.
- Either an existing Senior Operations Manager or Qualified Accountant, maybe in Controller position or FD wanting more hands-on commercial and operational role.
- Highly commercial and customer-orientated approach.
- Project and contract management experience desirable.
- Organised, prolific worker, able to multi-task under pressure.
- Sense of humour essential.

### How

Please apply in confidence to:  
Alan Neilson, Managing Director,  
royalblue technologies plc  
Kings Court, Church Street East  
Woking, Surrey GU21 1HA  
email: [alan.neilson@royalblue.com](mailto:alan.neilson@royalblue.com)  
No agencies thanks.



## UK Financial Controller US Multi-national

LONDON

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### Company Profile

- A Nasdaq quoted advertising and recruitment services group with a market capitalisation of over \$800 million.
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- Offers an extensive range of integrated services which are used by 70% of FTSE 100 companies.
- Leader in the application of technology including ownership of the No 1 Internet recruitment site

### Role

- Report to the UK/European Finance Director
- Manage a team of 10 people
- Take responsibility for the production of financial and management accounts, budgets, forecasts and treasury control
- Work closely with operational management to identify areas for improvement in financial performance
- Liaise with the New York head office

### Candidate

- Qualified accountant with 5 to 10 years further experience of financial management in a group environment or in a large professional firm
- Excellent interpersonal skills, able to exert influence and experienced in staff management
- Energetic, enthusiastic and positive in approach
- Capable of dealing with change in a rapidly expanding and evolving company
- Track record of working with operational management in driving a business forward

Please apply in writing to Rod Shaw at MSL Search and Selection, Clinton House, Clinton Terrace, Derby Road, Nottingham, NG7 1LY

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# IT Appointments

## Investment Banking

City Business Analysts from £45-60,000  
Project Managers +BB

Our clients, some of the world's largest investment houses seek truly exceptional IT professionals for Business Analyst and Project Management positions. The roles are diverse and challenging and require the ability to produce and manage first class technical and business analysis over a wide range of projects.

### Qualifications and Roles

- The many roles incorporate projects as varied as Financial analysis and design, EMU strategy, analysis of Business Requirements, Building Data and Business Models and Year 2000 Planning and Implementation.
- Graduate, with minimum 2 years experience of Business Analysis or Project Management in the Back Office of an Investment Bank with proven knowledge of various business environments such as Equities, Fixed Income, Bonds, Derivatives or Capital markets.
- Demonstrable leadership skills, excellent written and verbal communication skills, and the confidence and ability to work as part of a team in a multi-cultural, cross border environment.
- Proven technical experience in a variety of areas including C/C++, Visual Basic, UNIX, SQL, Windows NT, Oracle, COBOL, HPS, Powerbuilder, AS400, IBM Mainframe, DB2, SAP, OLAP and Data Modelling.
- *The Person* - Natural influencers, with proven track records in a variety of Back Office systems environments and a solid understanding of analysis and/or management issues. Importantly, candidates must possess the drive to build up an exceptional level of expertise in their chosen fields. First class communication and analytical abilities should be combined with the personal credibility to project manage and consult on a global basis to clients and colleagues alike.
- *The Future* - These are unsurpassed opportunities to work with global leaders in Financial Services whilst having your contribution recognised from the outset.

Please contact Danielle Lorenz  
or Andrew Summers

**Huxley**  
Associates

INVESTMENT BANKING  
America House, 2 America Square, London EC3N 2AH

Tel: 0171 335 5858  
Mobile: 0468 175 002  
Fax: 0171 335 0008  
Email: d.lorenz@huxley.co.uk  
a.summers@huxley.co.uk

## Make your mark in this new role

IT Internal Auditor

Dorling based

Competitive + benefits + car

Friends Provident, a leading mutual with funds under management of £25bn, is a major player in the UK insurance and investment market. With a focus on growth and development, we are innovative and progressive, and pride ourselves on the excellence of our product range and levels of customer service. We are now looking for an IT Internal Auditor to join us.

This is a brand new position that you have freedom to develop. A high profile role with a commanding view of both the technical and commercial sides of our business. An influential role because IT lies at the heart of our business, and we are using the latest technology to maximise the potential of our people and our business. Reporting to the Head of Internal Audit, you will perform annual risk assessment, develop and execute the audit plan, and work on an ad hoc consultant on projects for business managers.

The recommendations you make will improve control and efficiency, the sheer scope of the role promises excellent career opportunities within the business.

You will be either a qualified Accountant with two years' post qualification Computer Audit experience, or an IT professional with at least two years' auditing background. A working knowledge of at least two of the following is essential: IBM mainframe, UNIX, AS400, Client Server, Windows NT, Internet.

Benefits include a non-contributory pension scheme, sports and social club, subsidised restaurant and generous holidays. You have unique skills. Don't miss an opportunity to make the most of them. Please write with full CV, quoting Ref: X000.

to Gill Welch, Friends Provident Life Office,  
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FRIENDS PROVIDENT

Program Developers for major investment bank in London. Skills needed include: Sybase, Unix, C/C++, VSAM & COBOL. E-mail resume to: [bailey@scandian.com](mailto:bailey@scandian.com) or mail to Financial Times Box A6223, No. 1 Southwark Bridge, London, England SE1 9HL.

### COMPANY

U.S. Based company expanding to Europe  
Post  
Program Analyst, U.K. based in South West London area

QUALIFICATIONS  
Bachelors Degree plus one or more of following skills: C/C++, Visual Basic, Powerbuilder, Oracle, Sybase, mainframe (cobol, CICS, JCL, DB2).

WORK EXPERIENCE  
Minimum 2 years

SALARY  
£30K to £50K  
Depending on experience

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Box A6223, Financial Times,  
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## INVESTMENT BANKING

VB/EXCEL  
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Premier US market maker seek a high calibre Front Office Developer with strong Excel/VBA skills. Providing application support and development for the Equity Derivatives desk, you will be involved in extensive user contact and Rapid application development. This is a fantastic opportunity to develop both your technical skills and business expertise in one of the top Investment Banks in the world.

QUANT/DEVELOPER  
£45K-£75K + BONUS

Highly rated US Investment Bank seeks a top quality numerical Developer with strong C++ skills. Based on the trading floor, you will develop analytics for the interest rate options desk involving pricing and some structuring of complex products. Candidates must be highly numerate and analytical with some Front Office expertise. Fantastic career prospects.

VC++/NT  
£35K-£45K + BONUS

Currency options group of world leading market maker seek a Front Office Developer with strong C++ skills. Charged with developing the trading systems software, you will assist in the build of a risk management suite and the planned expansion into Equity derivatives and commodities. The successful candidate must be able to demonstrate a desire to develop their business skills in an exciting and challenging environment. High fliers only.

C++/DERIVATIVES  
£50K-£80K + BONUS

Leading European Investment Bank require a Financial Engineer for the Front Office. Initially the role will involve writing quantitative models and efficient programs to enable the calculation of valuations for derivatives instruments. The successful candidate will have a strong technical background to include solid C++ expertise. Preference will be given to those with strong derivatives knowledge and Front Office experience. A strong academic background is highly desirable.

QUANTITATIVE ANALYST  
£50K-£80K + BONUS

Onbridge educated numerical Analyst required by this leading investment Bank for their OTC Derivatives team. Based on the trading floor, you will develop pricing models and provide quantitative analysis for the trading team. This will include structuring, model verification and product development. High calibre candidates with a numerically based PhD need only apply.

C++/UNIX/EQUITIES  
£40K-£60K + BONUS

The number one Wall Street player seeks two Front Office Developers with a minimum of eighteen months C++/UNIX expertise. Based on the Equities desk you will liaise with traders and provide rapid application development and support. This is a wonderful opportunity to develop your business skills in a young, dynamic team which is part of one of the major Financial organisations in the world. Bright, ambitious candidates with excellent communications skills only.



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Many of our clients also offer Contract opportunities requiring the above skills. ARC are preferred suppliers to the top financial institutions. This is a selection of current opportunities in the City. We have many more. Our consultants have an in-depth understanding of the market and how it can work best for you, so please call Paul Wilkins on 0171 287 2525 to discuss your options. Alternatively please send, fax or e-mail your CV to us at ARC Recruitment, 15-16 New Burlington St, London W1X 1TF. Fax: 0171 287 9888. E-mail: [arc@pda.co.uk](mailto:arc@pda.co.uk)

## IT BANKING

### RISK MANAGEMENT AND TREASURY SYSTEMS

• Project Managers • Business Analysts • Consultants • Trader Support Analysts

A leading player in the banking and finance sector is seeking to recruit talented and ambitious individuals. Recent growth combined with new initiatives have led to the creation of a number of new opportunities within this organisation.

Trader Support Analysts will have at least two years' experience of working with a team, interacting with the trading and risk management areas including the development of systems or pricing/analytical support.

Project Managers, Business Analysts and Consultants will have an excellent understanding of the range of instruments traded in the treasury and capital markets area as well as the technology, systems and packages implemented to support this business.

Currently with a bank, consultancy firm or software house, you are involved with the analysis and definition of business requirements as well as the recommendation, implementation and delivery of appropriate solutions.

You will have in-depth knowledge with recent experience of implementing and supporting solutions in one or more of the following areas:

- Risk Management
- Derivatives
- Treasury & Capital Markets
- Securities & Fixed Income

Well qualified academically with good interpersonal skills, you will be able to communicate effectively at all levels. A high degree of professionalism and enthusiasm with a delivery orientated approach is essential.

These positions will be well rewarded and if you are able to meet these challenges please send your CV to Alan Summers quoting reference FT998 to: S&H Consulting Limited, Lloyd's Avenue House, 6 Lloyd's Avenue, London EC3N 3AX Tel: (0171) 481 1171. E-mail: [SHConsult@aol.com](mailto:SHConsult@aol.com)



## Business Systems Implementation Manager

£Excellent + Car Allowance  
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N.M. Rothschild & Sons

The N.M. Rothschild merchant banking group offers a comprehensive range of financial and advisory services to governments, corporations and individuals worldwide. Employing more than 2000 staff globally, it has a reputation for strong performance within the most competitive markets. Committed to hiring individuals of the highest quality, investment in people is a key element in Rothschild's 200 years of success. This is equally the case within IT, where the deployment of mission-critical systems and technologies underpins the Bank's core businesses.

### The role is to...

- define, implement and sustain a process for business systems implementation and support. This includes responsibility for the selection, introduction and standardisation of application testing, configuration and release management tools;
- line manage the business systems implementation and support team. Provide technical leadership and set standards for application software implementation and support across the group;
- manage the implementation work stream of all IT business systems projects. Ensure all application software is tested, configured, integrated and released to the required quality and standard.

### You will have...

- an established applications software implementation and support profile with the depth and spread of skills to make a success of the role detailed above;
- first class interpersonal and relationship management competencies with the ability to build productive alliances both within the firm and externally;
- proven line management experience. A motivator of staff who has, ideally, worked in the finance sector. However, suitably qualified applicants working within blue chip organisations outside of this area, will also be welcome.

For further information, contact Andrew Keese on 0171 906 1420. Alternatively, send your CV quoting reference AKFTS16, to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JH. Fax 0171 247 7475. Email: [chuck@mcgregor-boyall.com](mailto:chuck@mcgregor-boyall.com) or visit our web-site at [www.mcgregor-boyall.com](http://www.mcgregor-boyall.com)

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You should boast an excellent sciences/mathematics academic background including a 1st/2.1 honours degree from a top-tier university and preferably a higher

degree. You should have a minimum of one year's financial experience. For the developer positions a strong software engineering background is required. Successful candidates will have excellent C/C++ and some of the following: Visual C++, Visual Basic, Excel, Numerical Methods etc. Enthusiasm will be a distinct advantage.

Remuneration packages are superb and include substantial bonuses and benefits and a review in six months.

In the strictest confidence, please send a full CV to Craig Millar or Shelley Ashton at Millar Associates, 6 Sloane Street, Knightsbridge, London SW1X 9LE. Please quote reference FT0806.

Tel: 0171 823 2222. Fax: 0171 823 2208. Email: [millarassociates@newLtelnet.com](mailto:millarassociates@newLtelnet.com)

**Millar Associates**  
INTERNATIONAL SEARCH & SELECTION

## Net.Works

The FT IT Recruitment section is also available all week on [www.FT.com](http://www.FT.com)

Weekend

US borderlands where two tribes are making a third

The Irish economy in the Postscript

Page 2

President de Gaulle against Star

THE CLINTON CHINA

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# RECRUITMENT



RICHARD DONKIN

## The ultimate job test

Employee drug testing, commonplace in the US, will become the norm in Europe

The job is almost yours. You are eminently qualified and you breezed through the interview. The pay, conditions, holidays and prospects for advancement look ideal. But there is the minor matter of the drug test. How would you feel about giving a urine or hair sample to your prospective employer?

A book published this week argues that drug testing in the workplace is inevitable and necessary. It criticises the UK government for failing to tackle the issue in its recent white paper on drugs and forecasts that the testing of employees, which has become commonplace in the US, will soon become a dominant issue in the UK.

Patrick Dixon, the book's author, says governments are "scared" of using drug prevention programmes, including workplace testing, even though as many as 70 per cent of all drug users are in work. He argues that "employers should be able to choose to take action where staff are found to test

positive for drug use, if they work in situations where the health or safety of others could be compromised". He believes that drug testing could be combined with a drive against alcohol intoxication.

However, European governments may be to confront such issues, the US experience would suggest that it is time the implications of workplace drug testing are researched and debated before inappropriate legislation is enacted that does not fully consider civil liberties and the fairness and use of the tests.

Employee drug testing in the US has grown into a \$440m a year industry. By January 1998, says the book, some 81 per cent of large US companies were testing for drugs, covering 40 per cent of the workforce. Some 95 per cent of employers with workforces of more than 2,500 people had drug policies and 91 per cent had drug testing programmes. Federal policy is to spread the use of testing into small businesses, which would

bring some 87 per cent of the workforce into the net.

Drink and drug problems are rife in some US industries. The US construction industry has reported substance abuse by up to one in four workers. One survey of 250 large and small companies found that one-third viewed drugs and alcohol as problems; and half of the companies said they would sack an employee on the spot if they were found to be under the influence of drugs or alcohol at work.

Testing, says Dr Dixon, has made significant inroads into preventing drug abuse, although one example given in the book perhaps says more about the creation of social problems by irresponsible employment policies than it does about abuses by employees. He quotes a plastics company in the mid-west where some staff took stimulants to keep awake when management increased the normal eight-hour shift to 12 hours in an attempt to raise production.

When the safety manager began to find powder residues and razor-cut marks on equipment he realised

that amphetamine addiction had become widespread. The company estimated that between 15 and 20 per cent of the workforce were taking drugs, often on the job, and began testing in line with a drugs education and prevention programme. Drug taking had fallen to "negligible levels" within a year, writes Dr Dixon.

He cites another example of a Wisconsin cardboard factory whose insurers became concerned about an unexpectedly high level of accident claims. The introduction of random drugs testing and education programmes reduced accident claims by 72 per cent the following year and led to an 80 per cent decrease in days lost because of injuries.

According to figures quoted by Manpower, the employment agency, SmithKline Beecham, which carried out some 5m drug tests among its US workforce last year, reported that 5 per cent tested positive for illegal substances, down from 5.8 per cent in 1996. Drug use has declined each year, says the company, since 1994 when 7.5 per cent of its US workers tested positive. Cocaine use, which had accounted for almost a quarter of all positive tests in 1996 had dropped to 16 per cent of positive tests in 1997, although marijuana use had increased.

The company has recently become worried about workers trying to cheat tests

by adding nitrates to their urine samples. Employee testing is spawning a flood of new products, some of which are designed for drug detecting and others which claim to produce negative test results. Advice is also appearing on the internet, including a "guide to passing a piss test". Company urine testers are referred to colloquially by civil liberties organisations as "bladder cops".

Dr Dixon quotes studies in the US that claim that substance abusers, including those with an alcohol problem, are a third less productive than other workers and are three times more likely to be late.

But US civil liberties groups make a distinction between those who use cannabis and those who drink, claiming that cannabis users have better absenteeism records than alcohol users.

The American Civil Liberties Union has accused US companies of wasting millions of dollars a year on urine testing. But few might oppose the safety argument for drug testing in transport. The US Department of Transport, for example, has the largest drug testing programme in the world, covering 8m workers. Those who test positive are referred for professional help.

While the case for the use of testing in transport may be compelling, it may be far less so for its routine adoption across all sectors.

Recent controversies over the use of drugs in sport have demonstrated that the issues are unclear. European governments will find it increasingly difficult to avoid the issue for much longer as US companies with a European presence seek to impose their drug testing policies more widely. Companies will need guidance.

Drug testing should only be introduced after a company has a written substance abuse policy, supervisory training, and employee education and assistance programmes.

The need to do something may well be driven by commercial pressures ahead of any government initiative. Some companies in the US have found themselves under pressure from insurers to introduce testing among employees. Dr Dixon expects such pressures to emerge in Europe.

"Companies that don't test will go bust. Their insurance premiums will go through the roof," he says.

"Workplace drug testing is urgently needed and will be forced on employers for economic and safety reasons."

*"The Truth About Drugs by Patrick Dixon, Hodder & Stoughton, £7.99. It is available from FT Bookshop by ringing Freecall 0500 500 633 (UK) or +44 181 324 5511 (outside the UK). Free p&p in UK."*

richard.donkin@FT.com



### WORKING BRIEFS

#### IoD to provide training and workshops for board directors

The UK's Institute of Directors has launched a new service to provide training, workshops and advice on the role of directors. The service can provide preparatory training for senior executives who are about to join a main or subsidiary board and specific training for existing directors. One area, for example, might be preparing for restructuring or a merger.

The service also offers induction courses for new directors and board appraisal, which can be particularly useful for a family business bringing in new shareholders or for those undertaking a management buy-out or buy-in. "The consultancy is a response to a growing number of requests for training and consultancy for boards and senior managers within their own company," says David McWilliam, the head of the new service. +44 171 766 8834/8837

#### Works councils

Companies seeking advice on how to organise European works councils

may benefit from lessons learned by those who have already established them, which are included in a new report from the UK's Involvement and Participation Association.

The study is based on interviews with management and employees in 28 companies who have already set up works councils. Most set them up during the UK opt-out from the European Union directive.

Rachel Sloan, the report's author, says that the best works councils have developed a clear policy on issues such as disclosure, appropriate levels of consultation and whether the council has any legitimacy in corporate decision-making. *European Works Councils: Moving Forward with Employee Consultation*, £10, +44 171 354 8040

#### Ageism advice

Ageism among recruiters is damaging the job prospects of older graduates, according to the Employers' Forum on Age and the Association of Graduate Careers Advisory Services. They have issued an advice sheet for mature graduates seeking work. Some graduates as young as 29, they say, have had problems getting a place on graduate entry schemes. Details: +44 1227 782285

### BANKING FINANCE & GENERAL APPOINTMENTS

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Applications are invited from suitably qualified candidates irrespective of race, gender or creed, for the following post from as early a date as possible:

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Application forms, salary particulars and further information may be obtained from Mrs A Ormond, Personnel Division, Rhodes University, Grahamstown, 6140 (tel. 0927 46 603 8117/5; telefax 0927 46 622 7626; email adao@warhog.ru.ac.za) to whom completed applications should be sent by 8 October 1998.

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Applicants should forward a CV to Guy Townsend or Brian Hamill at Walker Hamill Executive Selection quoting reference GT4700. Alternatively, immediate enquiries may be made to Guy Townsend on 0171 839 4444, or via e-mail: gtownsend@walker-hamill.co.uk

All direct responses will be forwarded to Walker Hamill

ING Barings is the organisation and trade name used by ING Bank N.V. and certain of its subsidiaries for the conduct of its corporate and investment banking business.

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To assist in the delivery of a global strategy, Global Projects CB Division, SG London, now require a Project Finance Officer with knowledge of mining and other energy related industry sectors within the Former Soviet Union and all CIS countries. Required Degree in Financial and Commercial Banking, Work experience in Uzbekistan and Ukraine. Language skills essential for position: Russian, English (native/fluently), Uzbek, Kazakh, Turkish, Arabic (good working knowledge).

We can offer exciting career prospects and an attractive remuneration package that will reflect the skills and experience of the successful candidate. Package negotiable.

Candidates should apply in writing by 16 September 1998 enclosing a CV (including details of current salary and notice period) to Robert Potter Human Resources at SG, Exchange House, Primrose Street EC2A 2DD.

**SG**

**Internationales Kreditinstitut**

Unsere Auftraggeberin ist die Tochtergesellschaft einer namhaften, international ausgerichteten Geschäftsbank mit Sitz an einem Finanzplatz des EU-Bereiches. Im Rahmen einer zielgruppenorientierten Geschäftspolitik offeriert das Institut der überwiegend deutschsprachigen, vermögenden Privatkundschaft ein qualitativ und quantitativ hochwertiges Kapitalanlagespektrum.

Die Positionierung der Bank für das beginnende neue Jahrtausend hinsichtlich der kundenspezifischen Anforderungen an die Kapitalanlagemärkte für die Vermögensdispositionen machen eine grundlegende Neuorientierung dieses Geschäftsbereiches erforderlich. Die Bank ist daher daran interessiert, einen hochqualifizierten unternehmerisch denkenden und handelnden Fachmann für das vorhandene, bewährte Team als neuen Mitarbeiter zu gewinnen, um ihn mit der Position

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Adäquate Interessenten sollten weitgehend über folgende Attribute bzw. Voraussetzungen verfügen: Fundierte Bank- bzw. wirtschaftswissenschaftliche Ausbildung; Befähigung zu einer überzeugenden Mitarbeiterführung; mehrjährige, leitende Erfahrung im Vermögensmanagement; eingehende Kenntnisse der internationalen Kapitalmärkte und deren Produkte und Instrumentarien zur Entwicklung von Anlagestrategien für eine anspruchsvolle Kundschaft; analytisches Denkvermögen; Akquisition- und Verhandlungsgeschick; Beherrschung der englischen Sprache; weitere Fremdsprachenkenntnisse sind vorteilhaft, jedoch nicht Bedingung; sicheres und überzeugendes Auftreten gegenüber Kunden und Geschäftspartnern.

Der neue Stelleninhaber wird der hohen Bedeutung der Position entsprechend mit allen notwendigen Kompetenzen ausgestattet und interessant honoriert.

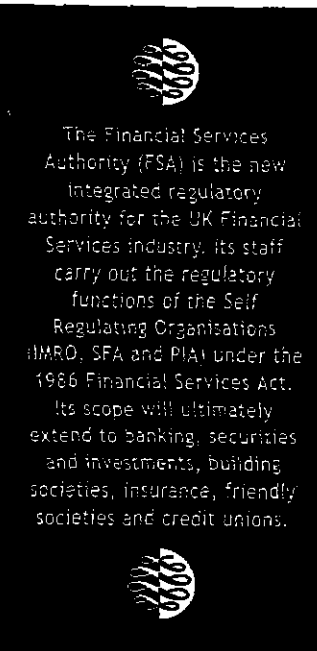
Zur Vorbereitung eines persönlichen Gedankenaustausches übersenden Sie uns bitte Ihre kompletten Bewerbungsunterlagen. Selbstverständlich stehen wir Ihnen vorab für ein fernmündliches Gespräch unter dem unten angegebenen Telefonanschl. zur Verfügung. Absolute Diskretion sowie die Einhaltung von Sperrvermerken sichern wir Ihnen zu.

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## Become a Key Figure at the Nerve Centre of the Pensions Review



Associates: Policy and Standards Department, Pensions Review Division

The Pensions Review is of major significance for consumers throughout the country. Its unprecedented scale in regulatory terms also makes it a very major project for the FSA, and it is at the cutting edge of consumer protection.

You have an opportunity to play a key part in the Review - and to learn about many aspects of the FSA's work - by joining the Policy and Standards Department. This small team acts as the focal point for review strategy, co-ordination, public relations and technical standards. The current public debate on provision for old age and appropriate longer-term pension policy also makes it a particularly interesting time to work in this part of the FSA.

As an Associate, your focus will be on policy work for the ongoing priority review as well as the implementation of the recently announced Phase 2. This will involve ensuring consistent standards whilst finding pragmatic and fair solutions to difficult technical or practical problems. You will

liaise with the industry, The Investors Compensation Scheme and a wide range of other interested bodies. You will also be responsible for ensuring the FSA delivers an effective consumer awareness campaign.

We are looking to appoint people with experience of policy formation, problem solving, strategic thinking, and business regulation. A good working knowledge of pensions would also be an advantage. The ability to communicate effectively to a variety of audiences is important, as is a capacity to think about issues from all perspectives.

To put yourself at the very heart of the Pensions Review, please telephone 0171 269 6204 for an application form, quoting UR171.

Closing date for receipt of application forms: 23rd September 1998.



Financial Services Authority

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- to prepare management reports including profitability analysis and performance benchmarking.

The successful applicant will be a graduate in finance, economics or marketing and will have 4-5 years experience within the industry, probably in mutual funds or unit trusts. A committed team-player with outstanding verbal and written communication skills you will be rewarded with an excellent remuneration and benefits package.

In the first instance, please contact, in complete confidence, Andrew Somerville or Matthew Blagg on +44 (0) 171 344 4281. Alternatively, please send your full CV, including the details of your current remuneration, to HW Harrison Willis International, Cardinal House, 39-40 Albemarle Street, London W1X 4ND, UK. Fax: +44 (0) 171 344 0364. E-mail: andrew.somerville@hwgroup.com Internet: www.hwgroup.com



INVESTOR IN PEOPLE

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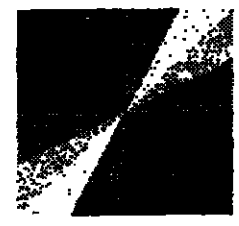
The role encompasses a range of responsibilities covering close cooperation with the traders in position-taking, P & L calculations, management information systems review and crucially, Risk exposure.

Ideal candidates will have a sound background in trading support, a good understanding of accounting principles (not necessarily backed by a paper qualification) and demonstrable experience of market risk exposure. Whilst exposure to oil trading would be particularly attractive it is not an absolute.

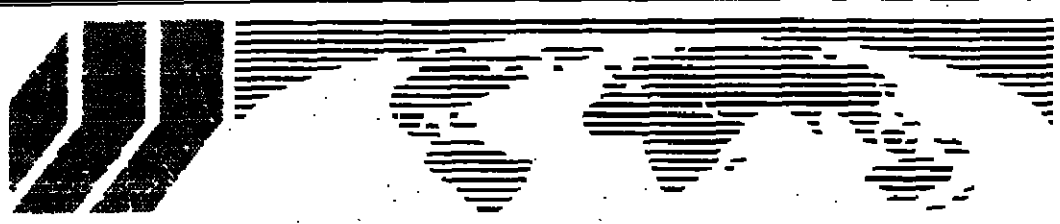
Reticle, intellectually strong, commercially aggressive and a good common sense approach are amongst the traits required.

Career prospects are first-class and the benefits package is flexible enough to appeal to the best.

Please send full career details to Simon Hughes or Malcolm Lawson at Exchange Consulting Group, 13 St. Swinton's Lane, London EC4N 8AL. Telephone 0171 929 2283. Fax 0171 929 2285. It is our strictly held policy that no CV is forwarded to the client without the express agreement of the candidate.



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There are high levels of commitment to this position and candidates must demonstrate equally strong dedication in addition to technical trading skills of the highest order. Five years' trading experience within physical base metals is seen as the absolute minimum and we will be particularly interested in candidates with experience and understanding of derivative products.

Marketing and communication skills are essential as is a pro-active ideas-based approach; the successful development of the business will rest on the strengths and individual flair of this crucial appointment coupled with his or her ability to work closely with a small close-knit team.

Career prospects are unrivalled for the right candidate and the remuneration package geared to attractive bonus elements should appeal to high calibre candidates.

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### BANK SUPERVISORS

- The Bank Supervisor will be responsible for managing certain financial analysis activities including financial statements, portfolios and for developing performance standards for conducting investigations.
- The ideal candidate will be a qualified accountant (ACA, CPA), and/or a member of the institute of banking with extensive experience in banking and financial institutions. The individual should be aged between and possess excellent analytical financial and communication skills.

### BANK EXAMINERS

- The main duties of the Bank Examiner will be to carry out field inspection to ensure compliance with rules and regulations by the banks operating in the country.
- The ideal candidate, should have a proven track record in bank inspection at a major bank audit firm, and should be a qualified accountant preferably ACA/CPA.

### BANK EXAMINERS OF INVESTMENT PRODUCTS

- The Bank Examiner of Investment Products will be responsible for field inspection of bank dealing rooms, investment companies, money changes, and all business entities involved in investment, marketable securities, foreign exchange and derivatives business.
- The ideal candidate should have at least five years' experience on managing investment, marketable securities, foreign exchange plus having good knowledge about derivatives.

### INVESTMENT ANALYSTS

- The Investment Analyst will be responsible for managing investment in treasury deposits, government securities, other marketable securities, and foreign exchange.
- The ideal candidate should have at least five years' experience on managing investment in fairly active organisations, banking and financial institutions.

Interested candidates should forward their CV together with recent photo before end of September 1998 to Mr. Salim Al-Adab, Manager Personnel Division - PO Box 854 Abu Dhabi: Fax No.: (971-2-665978).

Response will be sent to all applicants with date and place of the interview for the selected ones.

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**Quants, Risk and Entry Level**  
£35-80k basic + bonus

Last week had some catastrophic results for some people. Share prices tumbling and markets in turmoil. What does this say to you? Doom and gloom with the nagging paranoia over your future, or maybe you are the ilk for whom there are never problems, only opportunities. If it is the latter, our clients, a European and American investment house would be interested to hear from you.

- To be considered you will have two of the following:
  - Strong Quantitative PhD in Maths/Physics/Engineering.
  - Strong IT skills ie. C++, VBA, Excel.
  - At least 1-2 years experience as a quant in any area.

This is now a time for re-generation and growth. Are you ready for the exciting challenges ahead? Have your CV to hand.

Contact Alex Babic

**UK Investment House**  
£35-70k + bonus

The summer slow-down is over and a new challenge awaits. Do you want the prestige of working for an investment bank that is consistently at the top of the UK league tables? Do you want constant deal flow, supported by excellent client relationships? Our client, a leading UK investment house is seeking corporate financiers at both Executive and Senior Executive level.

- Potential candidates will have:
  - A minimum of 18 months corporate finance experience.
  - Outstanding academics and a professional qualification (ACA, LLB, MBA).
  - The ability to thrive under pressure and the drive to succeed.
  - At senior level a sector specialism is an advantage, in particular telecommunications, consumer products or financial institutions.

This opportunity rewards the best candidates with early responsibility, clear career progression, and good financial remuneration.

Contact Kathryn Thornton

**US Bank**  
£60 + bonus and benefits

Our client is a global US investment bank which provides high level advisory services. Renowned for granting autonomy at Associate level, this role represents a coveted opportunity to get involved in high profile transactions through all stages of the deal life cycle.

- Our client demands:
  - A background in M&A of at least 2 years from a quality institution.
  - An outstanding academic background and a professional qualification (ACA, LLB, MBA).
  - A second language would be advantageous.

This opportunity would suit a Corporate Financier who seeks the opportunity to increase their profile with the security of a high-calibre deal flow. This opportunity secures a position with a brand-name house that is assured of a prominent part in the market segmentation of the new millennium.

Contact Amanda Lott

**BADENOCH & CLARK**  
recruitment specialists

16-18 New Bridge Street, London EC4V 6AU  
Tel: 0171 583 0073 Fax: 0171 353 3908

## PROJECT FINANCE TEAM LEADER

Tax free compensation plus generous ex-patriate benefits MIDDLE EAST

Our client is one of the Gulf's most significant institutional investors and has one of the most successful Project and Trade Finance groups in the region. As a consequence, it has been involved in many high profile projects across the Middle East. Due to the continued success of the business there is currently the requirement to hire a team leader who will manage one of the project finance teams, consisting of a small (2-3) high performing and high calibre group of individuals. The role will be a combination of business originator, leader and coach.

### The Position

- Source and negotiate project finance deals across a region.
- Manage, coach and develop the team.
- Negotiate and organise syndicated loans.
- Prepare analyses of credit and cash flows.
- Liaise and work with the appropriate divisions within the institution.

### The Requirements

- Extensive project finance experience gained within a leading project finance bank.
- Experience of managing and leading a team.
- Strong commercial skills.
- PC literate.
- The successful candidate will also combine the following qualities: strong intellect, energy, focus, team playing and open-minded attitude.

Please send your CV with current salary details to: Metin Mitchell, K/F Selection, 252 Regent Street, London W1R 6HL, quoting ref: 902/9C/M.

Alternatively send by fax on 0171-312 3380 or by e-mail to kfs-london@kornferry.com Internet Home Page: <http://www.kfselection.com>

K/F SELECTION

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